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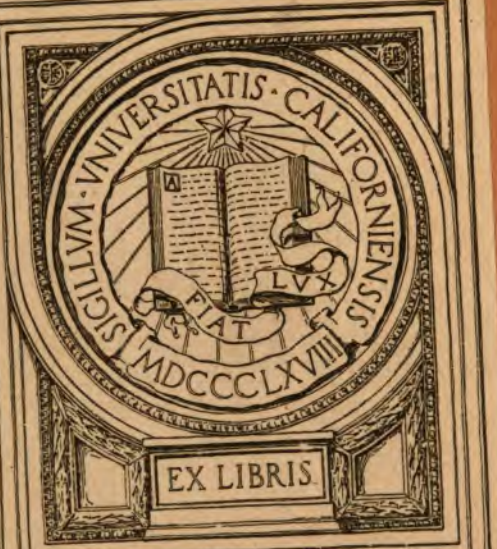

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THE VIAVI MANAGER'S GUIDE

BY

HARTLAND LAW, M.D.

HERBERT E. LAW, F.C.S.

UNIV OF CALIFORNIA

SAN FRANCISCO, CALIFORNIA, U. S. A.
THE VIAVI COMPANY
1900

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PART I.

CHAPTER I.

SUCCESS.

SUCCESS is not a difficult matter if you are *prepared* for it; if you are not, it will take practically all your life to explain to your friends and well-wishers why you failed. You may satisfy yourself with "reasons" that are, at the best, excuses. Each line of argument or explanation *why* you did not succeed is an evidence that you failed, either in preparation or in execution. Business men and leaders do not want managers who spend their time explaining *why* they failed. They want those whose success speaks and requires no explanation.

"The great difference between the feeble and the powerful is, energy and invincible determination."

We have a fair knowledge of the impediments and the difficulties surrounding your work. We began in the humblest position and, step by step, have made our way through the difficulties and discouragements which beset our pathway, just as they do yours. It will be unnecessary for you to write long letters, explaining the difficulties, objections and obstacles of your section; we have had the most intimate association with them year

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after year, for many years—we knew of them before you ever thought of entering this work. We know it takes pluck; we know that you must possess courage; we know that you must have stamina to win. We expect you to possess these qualities.

If you do not succeed at the beginning, we shall be patient with you, knowing that a child must creep before it can walk. We ask that instead of writing and explaining your failure, you devote the time to preparing yourself for success. *Never spend time in writing or talking about anything that does not absolutely advance your success and help the cause.* Ask yourself: first, is it necessary to spend the time thus; secondly, is it of any advantage? You will decide that four-fifths of all letters which have been written on such subjects were useless. Remember, the achievements which you most admire are the result of an earnest resolution to succeed; a feeling that one *can* succeed; to which has been added application, pure and simple. Make yourself realize that success is yours if you are willing to pay the price, and that no man or woman ever failed who met the requirements of success. "*You can do what you will.*" Resolve, therefore in the beginning that you *will* succeed.

"To believe a business impossible, is to make it so."

The next *step* is to *prepare* yourself to succeed. Garfield said: "There is no *easy road* to success—I thank God for it. A trained man *will* make his life tell. Without training, you are left on a sea of luck, where *thousands* go down, while *one* meets with success. You cannot extemporize success. *It must be wrought out with patience and toil.*"

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Chapter II.

The Qualifications.

THE first qualifications of a good worker are: *Honesty, earnestness, sincerity, a love for, and a loyalty to, the work.* Next comes *thoroughness*; and last, and most important, *perseverance*. This last-named element is the vitality of success. Obstacles and objections will be met on every hand; expect to meet them; prepare to overcome them. It is impossible to bow submissively to them and be successful. To yield is to fail; to resist is to succeed. To overcome discouragements, a worker must be possessed of indomitable perseverance and energy.

"Laziness grows on people. It begins in a cobweb; it ends in chains."

We want people who will do credit and honor to the cause—those we are glad to know; who will do the work justice and bring to the remedy prestige and laurels. It is too grand and noble a calling to admit weaklings to its ranks. When a worker enlists under the banner of Viavi, she takes upon herself the responsibility of carrying health and happiness to those who are suffering. It may be a question of life or death with the woman upon whom she calls; and we cannot—we dare not—admit those who do not realize the responsibility; who have not the

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courage of conviction; the determination and the perseverance to carry out the conviction. We want those who are loyal in heart and in action.

We do not want those who will promise to work eight hours a day and spend most of their time writing about the difficulties, or explaining how they allowed visits of friends, or other movable and manageable conditions, to steal their time, and in the end work but one or two hours a day. Such people cannot possibly win success; they could not hold a position one day. Every business person recognizes the fact that "Six days shalt thou labor" —not *an hour*, but *a full day*. It is useless for you or for us to spend our time with those who will not work. We want people who are not only anxious to rise, but are willing to pay the price in hard, individual labor. There are no cross-roads to success. "The noblest thing in the world is honest labor. It is the very preservative principle of the universe. Wise labor brings order out of chaos; it turns deadly bogs and swamps into grain-bearing fields; it rears cities; it adorns the earth with architectural monuments and beautifies them with divinest works of art; it whitens the seas with the wings of commerce; it brings remote lands into mutual and profitable neighborhood; it binds continents together with the fast-holding bands of railroads and telegraphs; it extinguishes barbarism and plants civilization upon its ruins; it produces mighty works of genius in prose and verse, which gladden the hearts of men forever."

"What the world wants are good examples, not too much advice. Advice may be wrong, but examples prove themselves."

In our work, we reach the very soul and foundation of life, society and country. If mothers are weakened with disease—have lost their vim, their energy and their power—the children that are born unto them will be

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"Vivai is a queen whose powers determine the health of the living and the destiny of the unborn."

robbed of their rightful heritage. Viavi strengthens the mother; it makes the home happy; it relieves a burden grevious to be borne; it makes the child stronger and brighter; it gives it better mental faculty and it opens life from beginning to end. There is no field of labor in which the reward is greater or grander than in Viavi. It is "twice blessed." The monetary compensation is not only greater than in any other vocation, but the worker has the inner consciousness of having brought life to the dying, strength to the weakened, joy to the sorrowful; and, above and beyond all, has placed woman upon a firm pedestal of health.

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Chapter III.

Creative Work.

"The drop hollows the stone—not by its force, but by the frequency of its falling."

Creative work is the first, the most essential, and, at the same time, the most profitable part of your entire labors. No business magnitude is ever gained as the result of individual effort. The railroad king earns large sums of money because he employs great numbers of people, *on each of whom he makes a profit.* Manufacturers accumulate wealth because they employ hundreds of people, and upon the labor of each they make a small amount. Banks make large sums of money because they earn a small per cent. upon each deposit, and people pay a certain portion of their earnings in order that they may have the use of the money. Insurance companies become wealthy because people pay a percentage to become insured. *There is no branch, division or condition of financial success that is not achieved through the aggregation of labor.* The hiring of representatives is to our business what the planting of seed is to the farmer—he puts in a certain quantity and reaps many times the amount planted. It may take time and effort to hire and train, but the result of our effort, like the farmer's, will be in proportion as we increase the average, till the soil and look carefully to the cultivating.

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We take it for granted we are all of one mind; viz., that the main volume of our efforts should be devoted to creative work. Accepting this principle, it follows that we should not be satisfied with anything short of being in the best possible condition for procuring the largest number of desirable people in the shortest possible time. Successful hiring does not consist in excellence at any single point; but in handling well all the ground to be covered. We know of nothing quite so simple and possessing so few difficulties as hiring and developing a good force; and yet, many seem to see in its accomplishment innumerable difficulties, because they have not given enough consideration to *each step* of the process. All grand, effective works and large creations are simple in their component parts, when once thoroughly understood. The greatest achievements in architecture, as well as in engineering, are simple and they command admiration more for their simplicity than for their intricacy.

"A conviction or ideal in life must be a determination to work. It must express itself in action."

We are the architects of this cause. It is not for us to accomplish this work individually. We must be the leaders; we must form the ideas, place them before those who will execute them, preparing the executors and directing their efforts. This plan will bring about the accomplishment of our purpose in a measure so great as to seem almost overwhelming. If our enterprise were a small one, we might be satisfied to do something individually; but it is far too great. While we must creep before we can walk, on the other hand we must fit ourselves better day by day for the education of others, for the directing, the securing and the influencing of others in our grand work. We must broaden and strengthen along this line, and, as each one espouses the cause, give

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her the concentration of our mind and experience. We must educate all workers to a point of execution which will accomplish the great work we have in hand. There can be no line or calling which can excel that of relieving the suffering. We want you to feel it deeply and realize that, in engaging in this work, it is something grander, something loftier than the mere selling of merchandise. Remember, we are dealing with the mothers and daughters of the country; we are to make them stronger and healthier. What mercantile business can compare with this? Millions of dollars are spent annually for missionary work among the heathen; and it is right. Millions are spent upon almshouses and jails to correct and advance society; and this is right. But we can fit women for motherhood, so that their children will not become the inmates either of almshouses or jails—they will be *born right*. *This* is our work.

"It is the noblest mission of life to teach women the exalted ideas of motherhood."

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CHAPTER IV.

NERVE FORCE.

THERE is an element used in thought and action which is of the most vital importance — nerve force. Its use or non-use determines largely the success or failure of the individual. You can see its action in anger: Every muscle of the face and body is drawn to a high tension; but, while angry, if you conjure up a smile, your anger will gradually disappear. The anger was the natural exhibition of nerve force brought into play by some irritating circumstance. The change of the facial expression from anger to a smile was brought about by a contra-exhibition of nerve-force sent out by the will, entirely changing the expression of the face and the feeling of the individual. If you have a desire to make the muscles of the limbs tense and assume a position of earnestness, it will have its effect upon the mind, and, in a moment, will react upon the face and thus it becomes the index of earnestness. That is the secret of the success which great actors achieve. Therefore, do not talk with a placid expression on your face, as though the matter was of no importance. Let your face be animated when talking upon subjects that should make you feel that way; sad, when you are reading lines of sadness or depicting the misery to which women have been

"To speak merely for the sake of speaking, is like eating merely for the taste of food."

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brought through uterine diseases; earnest, when relating cases that have yielded to Viavi after having been given up by the most eminent physicians. The eyes, the lips, the forehead—in fact, every part of your being—should *speak* and show more fully than words the conviction of your mind; the earnestness which you throw into your work; the belief which exists within you concerning the remedy.

"The victor in any struggle is he who has the most staying power."

Some one has said: "A contented mind is a continual feast." While one should always be "in dead earnest," ever strive to keep in a happy frame of mind. It is not difficult for one to feel gloomy and discouraged; in fact, it is very easy to sit down and brood over this or that annoyance and entirely incapacitate oneself for business. If you are looking for something gloomy you will be sure to find it the very first hour of the day. If, on the other hand, you go at your work and take every annoyance pleasantly, keeping a bright and cheerful demeanor, you will accomplish many times the volume of business and do more effective work with those with whom you come in contact than if they could read on your countenance that you are "out of sorts." It is impossible to hide one's feelings. Some feel that they can; that they can be discouraged within and encouraged without. They might as well claim that the rotation of the earth on its axis can be prevented. While feelings of discouragement may be fought to a certain extent, they will crop out sooner or later, and your work, instead of being productive, will be the reverse. Our lives are really what we make them. We have as much control over our dispositions and natures as we have over the practical affairs of life. Some people feel that they should allow themselves to drift into the condition of mind to

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which circumstances point. It would be just as reasonable to think one ought to walk into a river because it happens to cross the road.

"A brave mind is always impregnable."

You may ask: "How can one help these varying moods?" We know of no more effective way than continuous work. No matter how great the discouragements or the obstacles, if we are constantly occupied and do not give one moment's thought to anything but the work in hand — the best methods of developing and advancing it — the depressing influences will lose their force and we shall be happy and victorious in the sunshine of success.

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CHAPTER V

IMPRESSIONS.

IN hiring you should dress as well as you can afford. It is not necessary to be richly dressed so much as it is to be carefully dressed—everything neat, from the finger-nails to the shoes.

"Men trust more to their eyes than to their ears."

RECEPTION ROOM—The reception room should have a general air of business—clean, neat and chairs nicely arranged; Health Books and two or three of the late magazines on the center-piece. Have them arranged early every morning. If a friend wants to leave an old basket, satchel, etc., for a short time, receive it, but get it out of sight. Do not allow your rooms to be used for lounging purposes. *Have no one about who is not absolutely necessary.*

YOUR OFFICE—Too much thought, too much care cannot be given to the first impression. The office should be neat and business-like. Do not let rubbish accumulate; keep everything looking fresh; no suspicious corners curtained off; no pans, brooms, looking-glasses, broken combs or things of that sort. A great many things of this kind are necessary, but they should be kept under cover. Do not have anything ragged in the way of furniture covering. Instead, have everything substantial, modest

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and fresh-looking, though not without some evidence of wear. If you have a typewriter see that the same air of business pervades every paper she has about her machine. See that she is clean herself and dresses her hair neatly. Do not allow her to wear faded party dresses or dresses that do not join at the waist, or are held together with pins. Require the same air of business and neatness in your employees that you have in your office. All this tends to give a good impression of the business, and in a measure determines the character of the manager. Your employees should be nice-looking, conservative and lady-like; those who do not *talk* much; not necessarily pretty, but sober, sensible, healthy, wholesome-looking girls.

Insist on the landlord keeping the hall and stairs clean, and protest against any objectionable signs or cheap circulars being pasted on the walls. Give thought, as far as in your power, to every influence that may impress the applicant from the time she places her foot on the first step until she reaches your desk. *Consider no detail too slight to have your care.*

"Lay aside every weight."

ARRANGING YOUR DESK.—Running along the top of your desk, on the back farthest from your chair, should be a long row of Health Books, standing on their front edges. On each corner of this row of books there should be an upright pile, standing high enough to be even with the backs of those lying on their front edges. These should be neatly arranged. Then should come an ink-well and pen-racks, between which should be a space of about eight inches, and in that space should be a number of addressed envelopes, out of which have been taken the letters. These should lie over a trifle and not be too uniform—one a little out here, and the other a little out there, interspersed with a few telegram envel-

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opes. This will give the impression of active correspondence. Directly in front of you on the desk should be writing paper, neatly jogged up, and across it a blotter—not ragged, and yet not entirely new; one showing some use. This looks as though you were just going to write or had just finished writing. At your right hand you should have, with face downward, the letters of the applicants whom you are going to interview. They should be pinned together in the upper left hand corner, making them perfectly uniform and even; on them should be placed a firm weight. On the upper right-hand corner of each should be marked the hour the person is to come. To your left should be a complete set of reports of work accomplished by successful workers. These reports should be fastened together at the top with a brass fastener; do not use string or ribbon or sew them with thread. If you have new reports, fold them two or three times, and then straighten them out, so that they will have somewhat the air of originals, but do not have them ragged, worn or finger-marked; neither should they be too fresh. They should have the appearance of having been handled in a neat, business-like way. Next to them should be a set of testimonials, also fastened together at the top, easy of turning and handling.

"What's well begun is half done."

Have a miscellaneous set of local testimonials of strength, which you should have written on a typewriter, so that they may be of a size easily handled and read. We have found it advantageous, even when our testimonials are printed, to have them re-written on the typewriter. A type-written letter seems more personal, and cuts out the advertising feature, for which people feel they should make very wide allowance for misrep-

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resentation. Adjoining the reports and testimonials should be a block of writing paper, and a well-sharpened pencil. You can have a mail basket on the extreme right of your desk if you desire. In that event the row of books should be shortened just enough to allow the basket to sit there firmly. An excellent way to divide your mail is to have a piece of strawboard a trifle smaller than the inside of the mail basket; place the unanswered correspondence on the top of this, and the answered beneath. To avoid people examining your letters which are thus unfolded and exposed, a second piece of strawboard can be placed over the top. Keep all samples of tumors and unsightly things in a drawer of your desk. There should be nothing on the desk that is not attractive, clean and business-like. A carefully arranged, neatly cared for desk is one of the first things you notice in well regulated offices where progressive busines is carried on.

"Thrift is a virtue."

RECORDS.—Among the other belongings of your office, you should have a perfect system of records, one in which you keep the names and addresses of the applicants from all sources; another for the purpose of recording those who answer advertisements; still another for keeping a record of all correspondence, in addition to which, you should keep a copy of every letter you write. Then comes the Patients' Record, in which should be kept an outline of the condition of each patient—when she began the treatment, with notes as to the changes which take place from time to time, and a memorandum as to when she will be out of remedy and will need another supply. There should also be a Sales Record, so that at the end of each day you can tell how much stock you have on hand of each kind, this enabling you to know just exactly how much has been sold during the day.

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We will devote a paragraph to each record, under its respective heading, that should be in your office.

ADVERTISING RECORD. — This book should be alphabetically indexed, so that each name can be placed under the proper initial letter. It should be ruled into columns as follows: —

DATE NAME ADDRESS RATING

While it entails some labor to keep this record, it is of the utmost importance and will save both money and time in the long run. It enables one to know when an answer to an "ad" is received, whether the person has ever answered an "ad" before, if so, what rating she has received, and whether it would pay to spend even a postal card in inviting her to call again. Oftentimes a person will be rated "Good," and yet she is not hired for some reason. Such a person should be called in again — it may be that her circumstances will make it possible for her to engage now.

"Have a system."

As soon as answers to advertisements are received, they should be entered on this record; and, after each one is interviewed, turn to this book and give her a rating. We usually rate as follows: "Very good;" "Good;" "Moderate;" "Fair;" "N. G." (no good); "D. N. C." (did not call); "Hired" (if engaged.)

The office has been furnished and you have done everything to make it look neat and business-like. You are now ready to begin practical bnsiness; and the first demonstration under the head of creative work is:

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Chapter VI.

How to Secure Proper People.

There are among others the following ways:

First — By advertising.

Second — Through the lectures.

Third — Those who have been cured by Viavi.

Fourth — Those who have been recommended by friends of Viavi.

Fifth — People secured through inquiry.

Sixth — School teachers.

"Keep a certain end in view."

Advertising is a very important factor — one which some managers make less productive than it should be, because they have not mastered the plan. It is to their business what electricity was to the scientist before he learned how to make it serve him. Bear in mind that if a plan has worked out successfully with others and does not do so with you, the fault is likely to rest with you and not with the plan. It would be strange indeed, if, at the beginning, you could make a substantial success of the different branches of the business which have compelled from others a long and most earnest training to master. Be satisfied, therefore, to work slowly and steadily; and if at the start you do not succeed, keep on trying. You will finally succeed.

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One of the greatest weaknesses with a beginner in the building of any business is the tendency to "try some other way." Just as soon as one departs from the systems and methods which she has been taught, and which have behind them years of experience and many a test as to their thoroughness, just so soon does she lay herself liable to be blown hither and thither, rudderless. The old saying is, "A poor plan, vigorously followed, is better than a good one followed half-heartedly." Many a plan which has produced success may be wholly unproductive in the hands of a beginner because she has not digested the details of it; she does not realize its force, and failing to make it go at the first trial, turns to something else. This lack of concentration of purpose weakens her effort in the attempt at the "new way," and destroys whatever power the old plan possessed. If you can firmly implant in your own mind and in the minds of your workers that an old, tried system *will* win above all other methods, you have accomplished half the battle. It is impossible to make a success of any plan, the strength of which *you doubt*. One never learns to swim until one has absolute confidence. Experienced swimmers assert that "anyone can swim"—that "it is impossible to drown;" and yet, how many times a beginner will do his level best and go down! You must be possessed of the same elements as the swimmer—buoyancy and resistance. Your success, therefore, is entirely a matter of confidence and effort. If you know how to swim, you will remember how astonished you were to find how easily it could be done when you had learned. Now, the same is true of the plans in this work. The success of our business has come as a result of going over the same ground again and again, and yet *again*. The most successful workers we have to-day know but one descrip-

"It is the first struggle that counts."

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"Dare to do, or die."

tion; but they know that description so thoroughly that they can give it with *telling* effect. Their illustrations of cures or testimonials may differ at times; but the foundation principles remain forever unchanged. Stick close to your plans. Make them the anchor weights of your business. Live up to them with vigor and thoroughness. Teach your workers to do likewise. Never encourage them in any experiment.

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CHAPTER VII.

WRITING ADVERVTISEMENTS.

THIS branch not only determines very largely the number of people we hire, but it determines also the amount of time devoted to *creating* business. It is an easy matter to interview eight persons a day, and yet not spend the time *creatively*. Many new workers think that, if the time is spent, no matter how, it is in a creative manner, so long as they are interviewing people who have answered advertisements. Suppose you were to interview a lot of school girls, labor with all your might, and perhaps hire some of them. What use would they be to your business? In a word, you can afford to devote your time to those people only who are actually beneficial to the business—who are the right kind of people for the work. It follows, therefore, that the kind of people desired must be considered in the advertisements used.

"Brains as well as the hands grow by use."

Another important feature in writing an advertisement is to have it as brief as possible and to the point. One which promises great things is weak, because people realize that everything of value has its corresponding cost; that there are hundreds of persons out of work, and for that reason the conclusion may be formed that your

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proposition, in all probability, is not what it purports to be. If, on the other hand, an advertisement is rather exacting in its requirements, the feeling on the part of those who read and answer it is, "I shall be fortunate if I obtain the position and shall have to struggle in order to get it."

Analyze carefully every "ad" you use. Advertise with a certain purpose in view. You will often feel puzzled over one and think you would rather do a half day's work than write an "ad." But bear in mind it is a part of your business which *must* be mastered, because you must keep applicants constantly coming into your office. You cannot afford to let a day pass without having interviewed a fair number about the work anymore than you can allow a day to pass without eating. Every business must be constantly fed; we must ever be enlisting the efforts of desirable persons. Just as in Nature a constant waste and repair are going on, so in every business there is a gradual and continual change and growth. We must not fail to observe this law; it is just as positive, just as unchanging as the laws which move the sun, the moon and the stars. It is one of the laws that have been established since the beginning of time; and if we would be successful we must realize it; we must work in harmony with it.

"A high ideal must precede any worthy achievement."

Write three or four advertisements at one time; change them as you see fit. In a word, make them as strong as you can. See if parts of two of them combined would not make a stronger advertisement. Every one you write represents not alone the words, but the idea, which you are aiming to produce—the impression which will be made upon the mind of the person who reads it. The value of being able to say a thing in an influencing

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and effective manner cannot be over-estimated, and you must prepare yourself for this part of the work just as the farmer prepares the ground for the seed. One of the largest advertising houses in the world has a manager who reads all the advertisements in every paper that comes into that establishment. He clips out anything that strikes him as being good, labels it and puts it away for future use. This system is being carried on by many of the largest mercantile houses in existence. They consider it of such vital importance that, in nearly all cases, the proprietor of the business spends a certain amount of time daily in doing this work. In later years, individuals and firms have made a business of this one thing. And, while these men are among the most successful in the world, yet they realize that ideas are scarce and difficult to develop, and, when they see an idea, whether it be the concoction of their own brain or that of some one else, it must be seized upon and made to serve.

"Whatever you are you must make of yourself."

Another important point in regard to advertisements is to write them a long time ahead. Nothing brings such poor results as the advertisement written hurriedly and rushed just about the time it is necessary to take it to the newspaper office. You should have at least a dozen worked out so that you are never obliged to hurry. And this rule applies to the business throughout. Your work should never rush you; on the contrary you should rush it. Hurried work admits of only meager reflection and consideration, and the results are usually commensurate. We are apt to slight that part of the work in which we are the least successful, forgetting to realize that it is the rock upon which many a business ship has been wrecked. Advertising to be successful must be *wrought out* with untiring labor, patience and persistence.

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"The greatest homage we can pay to truth is to use it."

DOMESTIC AND FOREIGN ADVERTISEMENTS.

A domestic advertisement is one which is published in the town in which the office is located. A foreign advertisement is one which is inserted in papers outside of the town. Any of the forms or classes of advertisements of which we speak may be used either as foreign or as domestic advertisements.

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Chapter VIII.

Classes.

A RIVER is made large by the numberless small streams which flow in from the different points along its banks. Just so your business is made large by drawing your co-workers from different channels. Even though you interest but one or two from each, the aggregate will be large. In all interviews make it a point to interest people in our noble cause and enlist their assistance in its advancement. If they do not wish individually to engage in the work they may have friends to whom they can suggest the matter. If you feel they are not capable of succeeding in the work, make a point of finding out if they need the remedy and if so sell to them. If they are not engaged and do not need the remedy, then secure the names of their friends and acquaintances who do need Viavi and call upon them later. Always keep a memorandum-book on your desk for such purposes. It is often a very easy matter to sell the treatment to a woman who answers an advertisement. She is already engaged in some position, but is not well; she is endeavoring to better herself, but on account of her ill-health she cannot succeed in so doing and it will be a perfect God-send to her to have the remedy, use it and become cured.

"Perseverance built the pyramids on Egypt's plains."

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There are, then, three ways in which the material from advertisements may be used:

First — Decide whether they are capable of engaging profitably in the work.

Second — Do they need the remedy themselves?

Third—Secure a list of names of people upon whom you or your workers can call.

ABILITY. — Bear in mind that people of limited caliber will never succeed in as full a measure as those who have ample ability. And on the other hand rememeber that oftentimes a woman can better reach those in her own sphere and class than one is who more educated and refined. We do not want people who "cannot find anything else to do" or have made failures in other lines of business, or who are constantly telling of the success that they had in this or that position, and when they find it is necessary for them to purchase an outfit, are obliged to admit they have not enough money to pay their board the remainder of the week. If they have been successful, unless severe misfortune overtakes them, they should at least have enongh laid by to supply their daily wants. That woman who is already engaged and is earning a fair salary will usually make a grander success than one who is not capable of commanding a position. It takes brains, tact and energy to succeed in this business, fully as much as in any other, and in proportion as these elements are possessed will the individual succeed. If the applicant is searching for an "easy position" and is unwilling to put forth honest effort and labor, she is rarely successful at anything; and it is surprising how many people who scarcely know where the next meal is coming from, will shirk honest labor; they would rather eat the bread of idleness, be kept or fed by some relatives, or do anything in the world but labor. Such are an absolute detriment to our work.

"The slow penny is surer than the quick dollar."

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Chapter IX.

Class Advertisements.

BY "class advertisements" we mean those designed to draw the special attention of persons engaged in some particular work or occupation which requires the same qualities that our work demands; or those who have learned to work hard. For instance, an advertisement reading "Wanted—A nurse," indicates a class of women engaged as nurses, whose knowledge of the human body and diseases will be beneficial in talking with ladies concerning Viavi. Or, "Wanted—A lady who has had some experience in dressmaking." As a rule women engaged in this line of work are intimately acquainted with the ills of women, because each customer when trying on a dress usually tells of her physical weak points, and the dressmaker becomes acquainted with the fact that nine out of every ten women suffer; she realizes that if she had a remedy which would reach these conditions she could make a fortune and do it more quickly than she could at dressmaking. Still another: "Wanted—A nurse who has a thorough knowledge of female troubles." There are always a large number of women who are natural-born nurses, and they have a large acquaintance with female troubles in a general way.

"Set your mark and strike at it."

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This class would be attracted by an "ad" reading as indicated. Again, "Wanted—a woman who has had esperience in housework;" or, "the care of children;" or, "school teaching." Those who have been engaged in household duties are usually hard workers; many of them are suffering; many of them are bright women; they may not have the education of those in other classes; but they have more push, more energy and the determination to rise above their position. They know something of uterine troubles from experience, and when cured they often make excellent saleswomen. They reach a class such as no other can reach. They sympathize with the large class of women who are obliged to do their household work, and those who are obliged to earn their living in the kitchen; and they seem to reach the heart of that class of people. Then those who have had the care of children are apt to know more of the human body, for a woman is but "a child grown"—a little older, a little bigger; but the heart, the lungs and every part of the body are established in infancy. An advertisement of this sort will bring a class of very desirable people. The advertisement for teachers always brings many answers from a refined class of people who, if they have had experience in teaching, possess tact and ability. Sometimes one who has failed in teaching will make a good, earnest Viavi worker.

"Nothing is impossible to the one who can will."

From what has been said you will see the necessity of writing the "ad" with a certain object in view--to influence a particular class. There are hundreds of women in the employments they follow who, if given an opportunity under our system of training, will develop into leaders. Here they can make considerable money and advance the cause of Viavi. They will not only reap

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higher financial recompense, but they will be better satisfied with their work. Teachers, saleswomen, domestics, seamstresses, widows all come under the heading of "classes." Get them.

"Many a great genius has arisen and developed in solitude."

In advertising for any of the above classes, it is always best to require some qualification necessary in our business. For instance, "Wanted—A thoroughly reliable woman over thirty-five who has had some experience as a seamstress." The words "thoroughly reliable" indicate the qualifications which we require; the word seamstress is the key to the class of people who will be influenced by such advertisements. People watch the advertisements calling for the qualifications of their particular vocation. As a rule we follow the occupation in which we are engaged wholly by *chance* or *circumstance* rather than by *choice.* Many never think of looking outside of their particular work for employment, and the word referring to their calling will be the incentive that brings forth a response.

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CHAPTER X.

FORMS OF ADVERTISEMENT.

THE following will give you an idea of the forms of advertisement:

"Wanted—Capable woman to fill a vacancy with a wholesale house by the first of the month. Address Vacancy."

"Wanted—A thoroughly reliable, energetic woman who has had some experience in caring for the sick. Address W. F. and Co."

"Wanted—A lady willing to travel for firm; must be thoroughly reliable. Address Hill and Co."

"Wanted—By a wholesale house, a bright, energetic woman to learn and eventually manage a department. Address Department."

"Wanted—Immediately; a self-reliant woman of good address; one who has had experience in teaching preferred. Address Teacher."

"Wanted—We now have an opening for a middle-aged lady of ability; must be free to engage for a year; business chance. Address Chance."

Do not use these, but take them as a guide when writing advertisements of your own.

"Would you have a stronger mind? Put it to rational thinking; it will grow strong in action."

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The main point is to learn *how* to write an advertisement which will bring to you *the class* of people you desire. Have in your mind the kind of person, her characteristics, etc., and you will invariably write an advertisement that will influence just such a woman. It is a mistake to write an advertisement with no purpose in view except "to write an ad." One might as well raise a shotgun and shoot into mid-air. Write an advertisement this week which will attract one class; next week one which will influence another, and so on, *changing your advertisements constantly*. An advertisement which will bring in one person will not be noticed by another of a different class or grade. Many people who are desirious of entering our noble work will never do so until the advertisement that impresses *them* is used. Of course the object is not to draw from one class of people only. There are not sufficient for your needs in any one class. You must draw from many sources. Therefore vary the advertisements. Let them be the result of careful thought, and resolve right at the start that you are going to make a success of this branch of the work if it takes a year to do it. Do not make the mistake of giving up after a few weeks of unsuccessful results. "Nuts that are hardest to crack contain the sweetest kernels." Those departments of the business which you find most difficult to handle will, once you have thoroughly mastered them, pay you best.

"It must express itself in action."

You observe we do not state in our advertisements for what purpose we want workers. The reason is that we do not want old, worn-out solicitors, "peddlers," people devoid of ambition, or the like. We prefer to select people of intelligence and write advertisements which will call forth responses from such. If you were to ad-

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vertise for agents a wrong conception of what you want would be gained, since the majority of people who see an "ad for agents" will get an idea of objectionable peddling; whereas these same people when they understand *how* our work is conducted and realize what a noble work it is—that it is neither "canvassing from door to door" nor "peddling"—will have a totally different feeling. Many people answer advertisements and say: "Don't want it if it is soliciting." Such people as these, when they understand the business, often make eminently successful workers. Always write such people.

"Truth is strong, error is weak."

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CHAPTER XI.

RESOURCES.

WORKERS' INFLUENCE.—You can frequently interest excellent people in our business by educating workers to use their influence in its behalf. Teach your workers that the more persons brought into the business, the greater will be the reputation of Viavi, which will mean that they sell with more ease. Further, as time goes on, you expect to advance them, and a good record in creative work will do much towards hastening their promotion. If your workers are enthusiastic on this proposition, they will only be too glad to do this without any remuneration whatever. If you do make some arrangement whereby you remunerate them for each person they bring you, the money may be profitably spent.

"Intrepidity will generally win success."

TEACHERS.—There is probably no class of people better fitted for our work than school teachers. Fully eighty per cent of them are dissatisfied with their occupation. The remuneration of skilled teachers is constantly decreasing; the number of people desiring these positions is constantly increasing. The necessity of the directors to get fresh, vigorous, young blood means that the older ones will be out of employment at a time of

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life when they most need a permanency. Teachers are recognizing this fact and are ever looking about keenly for an opportunity which will give them assurance for the future.

Again, the work of a school teacher, which compels her to be almost constantly on her feet, robs her of her health. There are few school teachers who are really well women. Teachers have keen ideas of human nature. Many possess tact. The constant intercourse with children gives them an advantage in our work. In other instances they have families and obligations of various kinds, and having been long tied down to a salaried position they do not realize the possibilities of striking out for themselves in a commercial way. Those out of the profession always make more in commercial lines than they can on a salary. No one can afford to pay them more than they are worth, and when they take a salary they are taking less than they are capable of earning. Teachers understand this in theory, but have never had the opportunity of putting it into practice. Our work affords the chance of educating them practically and the vacations offer the opportunity for so doing.

"Luck is a fool; pluck is a hero."

THE PLAN.—About February or March write some of the teachers in your field, and discuss the nature of the business with them. Finally make them an offer to enter the ranks. The proposition should be in the nature of a permanency and not with the idea of short term service; but a paragraph added to the effect that if it be impossible for her to consider a permanent proposition you would engage her for a limited time—say during the summer vacation—that she might be able to

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determine the value of the business and decide whether it would be wise to return to her school work or to remain with us.

Before we go into detail on this matter we want to emphasize two points: First, that unless this proposition is carried out very thoroughly with spirit and force it will not be successful; secondly, that training above all things else is essential to a school teacher. She is critical, almost hypercritical, and feels that her position and the amount of reading she has done, have enabled her to understand positively that this, that or the other cannot exist, and having suffered a long time herself, she may feel if a cure could be made she would have known it.

"It is the noblest mission of all higher education."

Of course the first essential is to secure the names of the teachers. This you can do by writing the State Superintendent of Public Schools for a list of the County Superintendents, and from each of the latter, secure a list of the female teachers under him. Superintendents are frequently called upon for these lists; therefore it will be natural that they may sometimes require pay for the service, generally half a cent a name. It will be well to say in your letter: "If you are too busy to comply with our request, and will kindly consent to have one of your clerks write the names of the female teachers for us, we will take pleasure in re-imbursing her therefor."

After you have secured the lists write the teacher a letter. If you will send to the house under whose direction you are working, they will furnish you with samples of letters such as are used for this plan. It will probably be wise not to write every teacher in the same town, because they are likely to compare the letters and conclude it is a too general proposition and therefore not pay

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much attention to it. The best way is to write a few at a time. Then if they do not respond write a few more. Sign each letter with a pen. On receiving replies adopt some form of response which will admit of your ascertaining, first, whether they have ability; second, if they are really in earnest.

If you do not receive a reply to the second letter it is evident she wrote you the first out of idle curiosity. If she does reply, saying she can come to your office at a certain time, inform her by mail the hour is agreeable to you. Meet her and give her a close insight into our business. If she cannot come and her letter is satisfactory, write her fully concerning the work and urge that she decide at once, as you are now laying your plans for the coming season and must know upon whom you are to depend.

"We are the sons and daughters of Him that overcometh."

LECTURES. — In addition to interesting and instructing patients, the lectures are a source from which we may secure workers. Endeavor to see as many persons after a lecture as possible; make definite appointments to meet them at your office. Have a card which states the day and hour of the appointment; give it to the appointee and she will usually keep her promise. When interviewing keep in mind a three-fold object: First, that of selling the remedy; second, ascertaining the names of friends who are sick; third, whether they are sufficiently able and interested to engage for the work. The first essential is so to impress them that they will purchase, and they may afterwards be induced to engage in the work. If, however, you are particularly impressed with some as being good material for the lecture field, although somewhat sensitive and diffident, it may be

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wisdom to urge them to take up that work at once. Earnestness and a somewhat sensitive feeling are absolutely necessary in the work. People are thoroughly in love with the work from the lecture standpoint. Before they can reach that part of the business, however, it is, of course, very necessary for them to imbibe the fundamental principles. By proper development they will see that in order to be successful they must know the rudiments of the business, and will be ever ready and willing to take the proper drill and training, that they may succeed. Whenever a woman shows that she is unwilling to train for the business, it may be due to one of two conditions: First, she has but a meager conception of the magnitude of the business; she looks upon it merely as "peddling," and does not see the necessity of such preparation; second, she may have the idea that she knows how to conduct the work and does not need any teaching. Such a woman cannot comprehend the vastness of the business; she cannot know what it means to make women better, to educate them; and while having such an inadequate comprehension she will never be able to grasp the possibilities of the work; her measure is far too short.

"The world turns aside to let any man pass who knows whither he is going."

THOSE WHO ARE CURED.—One of the most gratifying results of the curative powers of Viavi is the fact that it not only cures physical derangements, but it leads a woman to realize how many are suffering around and about her, and gives her an intense, unselfish, whole-hearted desire to see others cured. She is willing to sacrifice some of her time and energies that the woman who lives near and with whom she associates may become thoroughly well. In many cases they have supreme contempt for anybody who earns a commission in such

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work; it would cause them to cease their effort altogether were such a thing as remuneration even suggested, simply because they desire to retain the lofty ideal of their conception of the Viavi work. It is well to encourage such assistance. It is by such assistance that the remedy has gained its national reputation. It is by such assistance that it has entered the homes of thousands of women, bringing joy and happiness with it.

"True courage is the result of reasoning."

Of course, there is another class, who, of necessity, must earn something, and after they are cured enter into the work either part or all of their time. Many noble-hearted women have been so won over by the grandeur of the remedy and the benefit which they have derived from it, that they have arranged their households under the supervision of a housekeeper and have entered the work for life. If persons enlist for part of the time, we have followed the custom of allowing them part commission, having them report regularly, even though they do but little work. The report system builds and systematizes them in such a way that they accomplish greater results in the little time they devote to it than they otherwise would.

THOSE RECOMMENDED BY PATIENTS.—There is another class of patients who do not have the time or desire to talk with those who they know are suffering, but are willing to give the names and addresses of the sufferers. These should be interviewed and interested, not only as patients, but finally brought in as creators and builders. A systematic plan of creating business must be in constant operation. No day should pass by without your having added to the list of "People to be called upon." If this proposition is carefully handled one

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to three persons can be kept busy in a town calling upon people who have been thus recommended. The one thing necessary in creative business, no matter in what direction, is constant application. The advertisements should not be put in spasmodically, but as regularly as the day comes. Those attending the lectures should be seen regularly and punctually. The patients should visit the office or be visited, and encouraged not only to continue the use of the remedy, but to interest others in it. If the creative work is large, it is well to have a person in the office whose duty it is to call upon people whose names you receive from patients and friends. You can pay this person a small salary or commission, that her efforts with those patients whom she meets may be of a disinterested nature, so far as pertains to any personal gain.

"They enslave their children who make compromise with sin or with ignorance."

THOSE SECURED THROUGH INQUIRY.— The opportunity should never be lost to make close inquiry into the position, condition or occupation of the people who pass through your office, or whom you meet accidentally. When meeting a teacher or a stenographer, a domestic or a dressmaker, ascertain as near as possible what she is doing, her success, etc. Persons like to feel that others are interested in their success. You will frequently find that the teacher has labored long, is tired and desires a rest; her heart is not in her work, and if shown how she can make as much and more in this business, she will consider it favorably and will engage. It is so with the stenographer, the domestic and the dressmaker. Each one is in her present position either by chance or force of circumstances, and if given an opportunity to develop may prove a magnificent helper in the cause.

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"The best work of the republic is to save the children."

Inquiries should not be made idly. A celebrated Frenchman, writing of the American people recently, said that they did not first inquire about your health, but it is, "Good morning, how is business?" It is a national trait with us to inquire into each other's business, because we realize that upon the success of business depends the welfare of each and every one of us.

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CHAPTER XII.

REFLECTION.

"The power of purpose cannot be over-estimated; it takes hold of the heart of life; it spans our whole manhood."

THERE is no element in your work more essential or more valuable than reflection. You can well afford to cease active labor for half an hour each day, to look back and question your effort and note its course. The sea captain who keeps himself so busy coiling ropes and washing decks that he cannot have time to see where his ship is going, will soon be on the rocks. Our business, with its wonderful elasticity and remarkable recuperative power, will stand almost limitless neglect and yet come to the front fairly well. But that is not the sort of progress with which to be satisfied; that is not achieving the possibilities of the business. A half-hearted success which allows the patients to stop just before the cure is effected, the applicants to slip away just before they are convinced, the conviction which carries all before it to fall just before it strikes, catching only a few of the stragglers, is not achieving what we desire. Feel that you can afford to take the time necessary to reflect, to consider and to direct. It is a far better plan to spend five minutes in reading a cross-road signboard and learn where you are going than it is to run down the first road you

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come to and then discover that you have made a mistake. We cannot afford useless mistakes in life; we are all getting along; the years are slipping away in spite of us, and the work is too broad, too grand, too limitless to admit of weeks and months slipping by while we are doing but one-half of what we are capable of accomplishing, simply for the lack of a constant, keen, careful survey of the ground we are covering.

"A brave mind is always impregnable."

Let us remember that it is not the circumstances or conditions surrounding us which determine our success; that we determine our own success. Every time we allow ourselves to be lulled to sleep on a business proposition by believing "times are hard," "difficulties are great," we must "wait until this or that transpires, or this or that woman is cured," we are losing ground that can never be regained, opportunities that are forever lost. Success has been achieved under all conditions, and the greatest successes, as a rule, are won under the greatest difficulties. The time has been unknown in business history when the weak-kneed have not complained of "hard times" and assigned their non-success to that cause.

It is as senseless for leaders who have failed properly to develop their people to say they "cannot conscientiously hire," as it would be for mothers to say they "cannot conscientiously bear children" because some children badly trained and poorly developed have become failures in life; or for railroad corporations to say that "as some engines have been derailed and people killed," they "cannot conscientiously start out any more trains." As well might the child learning to walk, and, falling the first time, steadily refuse ever to make

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another attempt. Success consists not in never falling, but in getting up every time you do fall. Success is possible for every one who will work for it.

GRANDEUR OF OUR WORK.—There is no power greater than that which comes from the consciousness of doing good. After experiencing the pleasures of life, we are invariably brought back to the realization that the greatest pleasure is that of doing a kind act. This desire to do good particularly predominates in women, and probably no cause more strongly admits of the exercise of this quality than that of Viavi. Therefore, in talking with people concerning the work, impress upon them the fact that there is no grander, no more noble object in life than relieving the suffering, or assuring the production of healthy, vigorous children. Napoleon said: "Give me a child until it is seven and I will rule the destiny of the world." We can do even more; we can determine the character of the child before it is born by making the mother a strong and robust woman. We can make homes which are shut in by gloom and despair bright havens of rest. No woman can suffer and be happy and contented. No home can be made what it should be unless it has a healthy, laughing mother. The cross, peevish, worn-out condition will destroy the best disposition and will impress the child. No person who has ever given thought to the future of the race, to the happiness and the well-being of the nation as a whole, ever failed to realize that the first requisite is health, that all the sacrifices which can be made are to be regarded as nothing if health can be secured. In order for us to effect this condition in the lives of women, it follows as day the night that this business must become a national proposition. No business can exist and perform these remarkable cures without that

"Dare to do something worthy."

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being the ultimate outcome. To-day the business has a growth which must be regarded as three-fourths of the result of what the remedy has done for itself. The man or men do not breathe who have been able to build a business of this magnitude simply as a result of their business energy and their capital.

Have your workers, therefore, start out with a high ideal of the work; have them feel its nobility; the power they are capable of wielding. Make them realize that every time they sell a treatment, they not only help themselves, but they determine an influence which is far-reaching, unending, limitless. Make them understand there is no limit to their opportunities. Let them throw into the work their heart and soul, as we find in those who have devoted their lives disinterestedly to a noble cause. Some of our noble workers have said, "I believe this is a mission in which I am called upon to do my part." Surely if a way is pointed out for us to accomplish a grand purpose in life and we do not grasp it, the responsibility must rest with ourselves.

"He that brings sunshine into the lives of others cannot keep it from himself."

Let us compare our work with other causes—the Salvation Army. When people enlist in that army it is for life. The captain receives seven dollars a week, the lieutenant five dollars, out of which they must feed and clothe themselves. Now their mission is to reform the evil present in the world and to bring into homes greater happiness and contentment. Ours is to remove the cause of the evil and thus insure joy and bliss for all time. Is not ours at least as great and grand a work? Why should our allegiance to it be shorter than theirs? Why should we not give it the same effort, the same eternal faith, the same unswerving adherence? When a woman joins the Salvation Army she is taught the

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"We never accomplish more than we expect of ourselves."

greatness of her calling, the good she can do; and in turn she imparts this teaching to others. The sacrifices she makes are ten-fold greater than those we ever make. We can all of us make a good living; they make far from that. We gain the confidence, the association and the support of the greatest and the best people in the land; they have the support and confidence of the best, but their association, on the contrary, is with the worst. For a time they were persecuted; laws were enacted to prevent their working, and even to-day they are frequently insulted as they pass down the street. Ought we not to take a lesson from their resolution and fortitude?

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PART II.

CHAPTER I.

MEETING THE APPLICANTS.

HAVING arranged your apartments with the view of making the best possible impression, the next matter of vital importance is the character and arrangement of the data which you are to present. You will need a plate book, comparative testimonials and two sets of reports, one showing moderate work, the other the results of more able effort. There will be two classes of applicants: Those who will be satisfied with a moderate living, and those who are ambitious, resolute, determined to climb. If you were to show one who is satisfied with a living, a leader's reports, they would seem so large in proportion to her ideas, that she would deem them impossible; she would doubt the truth of the reports, and of all your other representations. With the more ambitious, if they saw but small reports they would immediately conclude that there was no future in the work and that our business did not offer opportunities sufficiently broad to satisfy them.

"Hasten slowly; precipitancy seldom attains its object."

Upon each applicant's letter, mark the hour at which you are to receive her. These are placed, as you remem-

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ber, on the right hand side of your desk. Before the interview, read the letter again, that you may have a more complete knowledge of the person whom you are about to meet.

Meet the applicant with a business cordiality. Seat her in a position where you can see her face well, and where she can see yours, generally to the left of the desk, and begin by

First—Asking her name (always address her courteously by name).

"No money or luck will place the lazy man on the level of his industrious neighbor."

Second—Her residence and has she worked?

Third—Her experiences?

Fourth—Her recommendations?

Fifth—What salary has she earned?

Sixth—Is she engaged at present?

Seventh—If not now, how long has she been out of employment?

Eighth—Is she able to begin preparations for the work immediately?

If suitable for the position, the work and its duties, advantages and remuneration may be explained as follows:

(*Note.—All portions quoted are to be memorized.*)

1. "My object in meeting you, Mrs. ——, is this: The firm I represent are the manufacturers of Viavi. Do you know anything about Viavi?" If she does, ascertain what she knows about it. If not, explain it to her as follows: "Their preparations are sold by ladies. The business is controlled by branches established in this and in foreign countries. We have executive offices in almost every state. These executives are assisted throughout each state by branches, county managers,

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travelers, lecturers and local representatives. In fact, a vast army of people is employed and operated under a most magnificent system in their respective departments. That our representatives may be most successful, we exercise care in selecting women of character, tact and earnestness, and those willing to learn. We teach them the business, beginning with the first principles, thus qualifying them for the various positions they are best fitted to occupy. In the event we should engage you, it would be necessary for you to take training with us.

"A cultivated woman can afford to be ignorant of a great many things, but she must never stop growing."

2. "Let me give you an outline of the remedy and the methods by which we instruct our representatives. Each one possesses a set of these plates, which illustrate how these diseases are caused and how they are cured by Viavi. We would teach you, first, the work of the local representative. The explanation of the cause of these diseases and their cure by Viavi is as follows: 'The blood leaves the left side of the heart, etc.'" (Give the entire description earnestly.)

3. "In addition to the preliminary training of our co-workers, we follow their efforts by a system of reports, such as these." (Show the reports with interest and earnestness.) "We endeavor to help them discover their points of weakness, and teach them in a practical way how to overcome them. This is a report of Mrs. ———" (give a brief biographical sketch of Mrs. ———, to impress upon the applicant how one with no more experience than she can be trained to succeed). "This column shows the name of the lady called upon; here the address; here the number of minutes spent, and here she records the former and present sales; or, if no sales, she states the reasons why in the last column. It is from this column that the correspondent at the executive

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office discovers where a worker lacks experience and is able to make valuable and helpful suggestions."

4. "Viavi is compounded in several forms, the Capsules for local use and the Cerate for external application, completing the treatment for uterine troubles. A three months' course retails for fifteen dollars, and a one month's course for six dollars. The Viavi Capsules and Cerate are packed separately for people who may need to use more of one than they do of the other; the Liquid Viavi and Cerate, used for catarrh of the head and throat, retails for six dollars; the Tablettes and Cerate are for stomach troubles, the price being as for Capsules and Cerate; Suppositories, our Pile remedy, retail for three dollars for a monht's treatment, or eight dollars for three months. Nearly all of our patients purchase a three months' treatment at the beginning. Now and then there is a patient who is compelled financially to purchase it by the month, although it really costs more. Unless persons are willing to continue it faithfully, we do not sell one month's treatments, and our instructions are to sell them only in cases where patients absolutely cannot afford to buy a three months' course. Our representatives receive —— per cent. commission."

"No man is great by chance in these days."

5. Returning to the reports, continue as follows: "This day you will notice Mrs. ——— sold —— treatments; the next day she made no sales, but obtained several promises to take later; the next day she is more successful, making —— sales; the next day no results, but she planted the good seed for future sales. Of course you understand there are some days when a representative will not make sales; she calls upon ladies and interests them in the remedy. The sale is made at a

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later interview. Here is a condensed report or summary for the week.—(point) Monday, Tuesday, Wednesday, Thursday, Friday and Saturday. Here are the number of hours worked; here (point) the number of people called upon; and here the sales made for the week, which you notice will amount to —— dollars. She receives —— per cent. of that, or —— dollars. Some of our co-workers do very well at the beginning, while others advance more slowly. We do not expect much at the start, preferring to have our workers begin slowly and gain a foothold. It takes time to learn a business and master its details."

"The shortest way to do many things is to do only one thing at a time."

6. "If you will take this paper and pencil we will calculate what a worker makes; then we can strike an average and ascertain the sum she averages a day." Hand the applicant paper and pencil and allow her to put down the number of days reported and the total sales. To facilitate matters and to save time, previously calculate the total sales and write them plainly at the bottom of each report. Call them off as you pass along, that she may write them down. Have the applicant make two headings, thus:

NUMBER OF DAYS WORKED. TOTAL VALUE OF SALES.

Go through half a dozen sets of reports, each set arranged consecutively and containing all the reports from two to six weeks each. Show them with intense earnestness and directness. Be familiar with the person whose reports you are showing, so that you can relate as many of the circumstances surrounding each one's success as possible. Many people who have made a splendid record doubted whether they could succeed at the beginning, and it is necessary for the applicant to become familiar with the histories of the ladies whose reports

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she is examining, that she may realize these are not special reports and that the ladies who made them are not particularly gifted. While reviewing the reports, make use of this opportunity to relate the former occupation and the limited experience of the person whose reports you are discussing, thus making them less tedious and giving them a living personality. Have the applicant add up the number of days that have been worked and the total value of sales made; divide the amount of sales by the number of days, and this will give the average amount of sales per day. Multiply this by —— per cent. (.—), marking off the decimal point, and the answer will be the average profit per day.

"Let not the freedom of inquiry be shackled."

Always have this work done by the applicant herself; if you wish you may help her in the addition. A person making the figures obtains an impression which she cannot receive if she takes the calculations of some one else. We consider it imperative that this computation be made by the applicant. At the close of one set of reports reach for another. Pause before referring to them and say:

7. "One strong feature of this business over the average commercial line is this: that every treatment sold helps to sell another. A lady benefited always helps the sale of the remedy by praising it to her friends and by referring the worker to them; thus our workers are able to work from one friend or acquaintance to another, often by a card of introduction, which is far easier and more agreeable and successful than soliciting from door to door as agents do. Again, the business is so extensive that you will often find people who know of the remedy, and the good it has done to some friend in a distant town; and that is always a great aid in selling."

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Chapter II.

Reports.

MAKE this part of your work a masterpiece. Look carefully at each detail of it. Make it very effective and interesting. It is this feature that will induce the applicant to enter the work, in spite of all obstacles and hardships which her friends or advisers may interpose. It is by these that we expect all the doubt, uncertainty and skepticism to be overcome and swept away. You have not simply made statements; you have sunk heavy anchors of conviction in her mind which nothing can tear out. She feels, she believes, she knows that the workers in this business make money and that she can do the same. The fact that she knows money is to be made and that it requires only her resolution and application to succeed, gives her an incentive to enter the work. She is a person who desires success. It may be that she is in immediate need of money; she has perhaps looked long for employment, and been unable to find it. Now she sees an opportunity for making money, and it does not impress her merely as a possibility, but as an absolute fact of which she has been convinced, because she has seen the reports and computed the figures herself. Other women no more talented have succeeded:

"The greatest man is one who uses his brains the most."

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why can she not do equally as well? She can and will. Her mind is made up.

You see, therefore, the importance of reports. Hiring without a good set of reports is like a gun-boat going to war without guns. She may show her port-holes and say they are intended to hold guns, but —— !

Have you ever stopped to reason the condition of a woman's mind after she has carefully analyzed the reports on the one hand, and after she has been talked to without reports on the other? Have you ever stopped to ponder the amount of doubt, hesitancy and lack of conviction which exists in the mind of a person who has not seen the reports? A good general always gives his enemy credit not only for his full strength but some additional, and plans his attack so that he can overcome great odds if necessary. Now, that is what we intend to do with the reports. This portion of the description is one of the most forcible parts of your entire work — it determines the size of your income.

"Impossibilities like vicious dogs, fly before him who is not afraid of them."

Returning to the reports, say:

1. "This lady, like the former, had no previous business experience. This day she made sales amounting to —— dollars, her profits being —— dollars; this day the total sales were —— dollars." So on for half a dozen sets of reports. At the end of each set, reach for another.

2. "Another reason why we do not expect a great deal at the start, Mrs. ———, is this: No worker, though she may have absolute confidence in the House and in the testimonials, has the same force at the beginning that she will have when she feels the overwhelming conviction of Viavi's almost supreme power carrying everything before it that will come to her by personal contact

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with those she has seen cured. She must see for herself what the remedy will do. She must know it; it must be an immovable conviction. Nothing that I can say, Mrs. ———, will do the remedy justice. You will not realize this until you meet ladies, given up by the best physicians, who really had no hope of ever being well, becoming strong and robust women. This lady, Mrs. ———," (here relate the circumstance, how she advanced, surrounding the case with facts until it takes on life and becomes a living reality; then say:) "In addition our work receives large numbers from people who have been cured themselves. Thus the remedy, of its own momentum, greatly assists in building up business.

"To know strength is the secret of power."

"You will get not only the benefit of your own labor, but the influence of the remedy, which in itself exceeds what you are able to do individually. As a result your income is augmented. For this reason our workers make more than they would in any commercial business. This day you will notice she sold —— dollars, her profits being —— dollars."

NOT A QUESTION OF "SPECIAL ABILITY."—Such a sentence as, "This lady never had any special experience," should be made very emphatic; make this point very strong; viz., that the worker is taught all she needs to know in the business; that she does not require a medical education, or to be a person of genius or possess exceptional ability. It is necessary only to be persistent, to labor earnestly to succeed. The great tendency on her part will be to feel that while these reports are true, they are the work of people who are adapted to the business, who possess greater ability than she. The most successful people in our business to-day are those who had grave doubts as to their own ability — who did

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not "know it all." Four out of every five women who enter the business and have been engaged in business before, have to be untaught as well as learn our business. The applicant must be made to realize that it is possible for her to succeed, that she can do it, that it does not require special adaptability or fitness. Impress upon her that the description is analyzed line by line, that each point is taught thoroughly. You undoubtedly remember that when you first investigated the business you thought it very intricate, and possibly doubted if you could learn it; but you soon overcame the doubt—it faded away when you entered the work. Do not forget that this impression is in the minds of other people, and that in proportion as we anticipate these existing doubts and "breakers," shall we be able to overcome them. You are not going to be successful because you can recite the Manager's Description well, but because you appreciate the questions and doubts that are in the applicant's mind and overcome them before they are mentioned. If you will recall your first impressions you will know what the applicant's are. Tell her how you felt; she will know that she feels just as you did, and will gradually banish from her mind all doubt and hesitancy.

"The great obstacle to success is prejudice."

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Chapter III.

Testimonials, Samples, Objections.

"Here, Mrs. ———, are expressions from ladies who have used the remedy." Select your testimonials and read them with feeling, force and conviction.

1. If it is possible, select those bearing upon the diseases of which the applicant may have some knowledge or with which she may be suffering; make them sink below the surface. Spend at least fifteen minutes discussing them. Surround the testimonials with the history of the case and with the details of the patient's life, until she stands forth as a living being who suffered and was cured. Testimonials which become a bore and lack power to interest, are so because the proper feeling on the part of the hirer is absent.

"Genius darts, flutters and tires; but Perseverance wears and wins."

Objection: — I do not think I can make a success of it, the applicant may say.

"Perhaps not now, Mrs. ———; you are not trained; but you see what others have done, and we are giving you the credit of being able to do as much as they. They were by no means geniuses, only ordinary mortals. As we have told you, we will give you a thorough training before you start out. While you may not do bril-

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liantly at the beginning, our experience is that where a woman is in earnest and willing to work, she can at least make an average success. Eminent specialists estimate that probably not one woman in fifty is free from some form of uterine diseases, and the fact that Viavi is all that is claimed for it, and more, and to-day bears such a universal reputation, shows the possibility of making money. Think of the future before you if you can convince four-fifths of the women you meet! These ladies felt as you do now, that they could not make a success of the business. Some of our best people who now hold the highest positions, were women who doubted if they could make a success of it.

"Often a woman's views of life must undergo painful changes before she can find her place in the world."

2. "On coming into the business it is necessary to have a supply of stock on hand. I suppose you would have no difficulty in securing the House for any goods or moneys they might entrust to you. Our representatives generally carry samples consisting of:

2 3 mo. Courses of Capsules and Cerate, selling for ..... $.....
1 1 mo. Course Capsules and Cerate..... .....
1 1 mo. Treatment of Suppositories and Cerate ....
1 1 mo. Treatment of Tablettes and Cerate.. .....
1 1 mo. Bottle Viavi Liquid and Cerate..... .....

Making a total selling price of..... $.....

And costing you at—per cent, discount, including the plate book, which is leased, and VIAVI HYGIENE..... ..... $.....

Leaving a margin of profit on your first outfit of..... ..... $.....

(Put on paper the totals of the last column, showing the addition and profits.)

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"With an average success this will last you but a short time. You really should have more, as it may necessitate your losing time waiting for new supplies. Still, if you think best you can start with this amount."

Objection:—There are so many remedies.

3. "Yes, that is true, Mrs. ———, but it is the merits of our remedy that have made the business what it is. You know people are not willing to experiment with an unknown and untried remedy. Then, too, much depends upon yourself—not your special fitness, but earnest, hard work and willingness. If you are faithful and persevering, you will not only do well but you will be promoted as you become competent and demonstrate your ability to the House." If the applicant is doubtful, show her how only two sales per week will more than pay expenses, and compare that number of sales with reports, some of which show that result each day.

"Women, as a rule, do not sufficiently value time."

Objection:—Have not the money to purchase an outfit.

"It does not require much capital. Surely there is some friend sufficiently interested in you to be willing to lend you this amount in order to give you a chance to engage in a business in which you can grow and become a part of it. You see it is to your advantage to try your utmost to secure it." If at the second interview she has failed to secure the necessary capital, say: "Since you cannot secure the ready cash and to avoid losing any time, we will allow you to leave some collateral security if you so desire; in that way we can draw up the contracts and begin training immediately, with the understanding that just as soon as the samples are sold you will return the money to us and redeem your security."

Objection:—Why can't I take one box at a time?

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"That, Mrs. ———, would be an injustice to our patients, who would have to pay full price for every treatment. Besides, we expect to spend a great deal of time training you. It would hardly compensate us to train you unless you are going to take up the work in a business-like manner, and with a determination to succeed. Every business has its obstacles, and it will be a splendid experience for you to overcome these obstacles in purchasing the outfit. Many have been able to dispose of the first lot of samples before they were through training, and if we can assist you to do so, we shall only be glad of the opportunity."

"Nature is a careful economist who permits only those faculties to develop which are used."

4. "After you have had some experience you would be advanced, and if you are fitted for it, the House would probably give you an opening as traveling Manager, and later on you might assume the management of a permanent office with the control of the surrounding territory, in which position you would train, hire and drill your workers and generally manage the office work and would build about you a permanent business."

Objection: —Do not like soliciting.

"Our business is conducted differently from the agency businesses. Our associates work from one friend to another. In calling upon a lady you know she is suffering from these diseases and naturally she is more than glad to have you explain and tell her of a remedy which has benefited so many thousands, and certainly will benefit her as well. Your work will be such as to throw you in contact with many prominent ladies."

5. "The possibilities, Mrs. ———, are almost unlimited. There is probably not one woman in fifty who does not suffer from these diseases—indeed, they are

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universal. This part of the system is the most delicate and sensitive, and from inherited weakness and many other causes, it needs feeding and strengthening just as any other part of the body. What bread and meat are to the stomach, this remedy is to the uterine organs. Another point: There is no line of business, no calling wherein one can do more good. It is a work in which you have the strongest support of the best classes and the clergy. The generations to come will be formed and determined by the mothers and daughters of to-day. I know you will agree with me that in no way can women so well and thoroughly help themselves and confer lasting benefits on their children and on the race than by being thoroughly strong and healthy. Many of the failures and much of the disappointments of life might be avoided if mothers were better informed on the care of themselves, and how to educate their daughters."

"Health is the vital principle of bliss."

Objection:—Mrs. ——— had agency once and did not make a success of it.

"There is no line of business in which everybody makes a success. There are failures every day and in every line of business. People succeed in proportion to their qualifications and application, and those who are not willing to earn success cannot reasonably expect it. We give you credit for being able to do what these people whose reports we have shown you, have done; they never had a day's experience in a work of this kind before, but by the preparation which we are able to give, and by the earnestness and energy which they have thrown into their work, they have succeeded.

6. "I almost forgot one important point of our business, namely, the advertising. Our House does not advertise as others do, for the reason that this is not a

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patent medicine, and also because they aim to keep it upon a high plane. That mothers and daughters may be educated the House publishes this little book which our representatives leave wherever they call. This forms a strong basis of introduction, and if the lady does not buy at the first interview she does later.

7. "You will require time to think, and digest this proposition. I would not like to have you decide to-day. We do not wish you to make up your mind immediately and without thought unless you have perfect confidence, because when you come into the work, we want you to be determined to succeed. You may read that booklet in the meantime; and here are some testimonials. Here you will notice a bulletin, which shows what some of our workers are doing." (Fold and hand both, saying:) "You will consider the matter carefully, because this is a work for all time, and should you enter it you would practically do so with the purpose of making it a life work. If you join us we will make out a contract with you, embodying the points I have mentioned. While the contract can be canceled at any time, yet we deem it wise to have a written understanding of our agreement, so that you may know exactly what to expect of us, and we of you. To-morrow I shall be glad to see you at —— o'clock. Will that be convenient? Then I will look for you at that hour." Shake hands cordially, politely lead her to the door, and return to your office with an air of occupation and appreciation of time.

"Truth, like gold, shines brighter by collision."

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Chapter IV.

Contract, Second Interview.

"A woman who decides without thought is usually like a weather-cock, moving about with every wind that blows; such are rarely successful and steadfast."

It will not be necessary to show her the contract at the first interview; leave that until she has decided whether or not she wishes to enter the work, and 8. repeat in the second interview substantially what has been said in the first, varying only the testimonials and reports, and possibly the phraseology. Few of the applicants will remember more than one or two points of the first talk. Your efforts would practically be lost unless the second interview is made to re-impress and re-imprint on the memory the information contained in the first interview. After reviewing the main points, such as reports, testimonials, and profits that are being made by our workers, pass on to the fact that many of our workers were people who had been cured. Thus point out to her in strong contrast the facts surrounding some of the patients:

"This lady should, according to medical theory, be dead now. She is, instead, living, and stronger, better and healthier than she has been at any period of her life. She is not only able to live, able to be up, but to give her husband and family all that a wife and mother

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should give to carry out life as the Creator intended. She is able to do even more. She becomes a bread-winner as well. Just think of the contrast for a moment. Why, here are people who were absolutely unable to walk. To-day they are walking six, seven and even eight miles, and in addition carrying on their household work in many instances. We have in mind a little woman who must be fully fifty years old; she has an invalid husband besides seven or eight boarders; she does all the work for the entire family, and if I remember correctly she has sold between ten and twelve thousand dollars' worth of the remedy within four years. She has waited on her invalid husband, who cannot even feed himself, who cannot walk without her supporting arm. Is it not a grand remedy? We read of miracles and are astonished, but in the whole history of your reading have you ever seen anything that will even approximate these cases? If they had been performed a hundred years ago, we should look back on them as miracles — certainly nothing less, and entirely so when we compare them with the expected possibilities of the person, from a medical point of view."

"Better to be unborn than untaught; for ignorance is the root of misfortune."

9. When you have gone through the testimonials and have made your strongest points, do not forget to make this one point: "And yet, Mrs. ———, when it comes to talk about the remedy and what it does, we always feel that we can say nothing, for no matter how much is said it falls so short of telling what it will accomplish, that we are awed into silence. We want you to see some of these people yourself, because we realize that no matter how much confidence you may have in us, or what you have read of the remedy, there is no conviction like that of seeing for yourself. After you

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have had patients that have been given up by the ablest physicians, and have seen these people use the remedy and gradually grow better and stronger, and when finally you see them able to be out and among women, you will get a conviction that nothing else on earth can give you. You must see for yourself to realize the remedy's power."

This part of your talk must be strengthened with all the fervor and pathos of your nature. Every word must be a word of feeling from the heart. It must have with it that suppressed earnestness which is drawn from a body and mind dwelling with all their innate force on the words as they are uttered, with even measure and a feeling that is intense. In presenting the truths, do so in a manner that will make the applicant feel what it is to see a life bound up in a cause of the greatest good.

"Every mission constitutes a pledge of duty."

When the applicant is convinced that she would like to enter the work, present the contract to her. Always give her a copy to read. If she should not clearly comprehend any part of it, take pains to explain it fully and never allow an applicant to enter the work unless she thoroughly understands the conditions required. We want no misunderstandings to arise that will mar the efforts of our workers; since we do not wish anyone to engage with us who has not a high ideal of the nobility of the undertaking and who is not willing to prepare herself to represent the work intelligently and forcefully.

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CHAPTER V.

DESCRIPTION FOR HIRING MANAGERS.

WE have numbered the paragraphs of the "Description for Hiring" for the purpose of making clear the "Description for Hiring Managers" and "Travelers." In both these latter descriptions, when you are referred to numbered paragraphs, it means those in Chapters I, II, III, IV, of Part II. Memorize and repeat only those portions of these paragraphs which are quoted. After paragraph 2 of Chapter I, Part II, say:

"If you live to no true purpose, your life is a burden."

"The position vacant is for a lady to represent us in the capacity of office manager. It is an important position for one who has not had previous experience in our business. Now and then, however, we find a woman of tact and fitness capable of filling it. Some of our best managers are among those whom we have selected in this way. In your case we feel that with a good, thorough training at the start, and the right application on your part, you will make a success of this branch. Your duties would consist in giving the "Parlor Talks" (using these charts for the purpose) hiring and training saleswomen and selling the remedy personally.

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"It is necessary for you, Mrs. ———, to understand the selling part of our business, as you will be expected to hire and train representatives. You cannot train a representative and have her work successfully if you do not understand this part of the business thoroughly. Our most successful managers are those who even as managers, devote a part of their time to personal selling, and their workers are the strongest because the managers are always able to foster them in their work and help them overcome all obstacles in making sales.

"As I have said you would have agents working under you, and to give you an idea of what some of them are earning, and what you might promise others, I will go through a few of these reports. (Part II, Chapter I, paragraphs 3 to 7 inclusively; Chapter II, paragraphs 1 and 2; Chapter III, paragraph 1.)

"Right acting can only come as a result of right thinking."

Before interviewing for a manager, you should *know* the territory you have open; hire for one particular place. It is decidedly weak to talk of too many points. Have two or three places in mind, and decide just which one you are going to offer her before using the paragraph below. You should be able to give the population of each town that will furnish field for one or more workers, placing opposite in figures the number of agents, and carry out the same form that we give in example below. A discussion may arise as to territory. Do not argue that point. Should she express a choice you can figure out what that county would produce, provided it is unoccupied. You can say: "There are one or two other points, and while we would prefer to have the county I mentioned established first, still if another vacant section would suit you better, we may possibly be able to arrange it.

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"The position to be filled at this time is the management of —— town. You would have your headquarters at ——, which has a population of about —— inhabitants.

It would therefore support, in addition to yourself.....	5 agents
Then there is ——, a town of —— inhabitants, which would support.....	2 agents
At —— you would also have.....	1 agent
And——, although it is a small town, would still support.....	1 agent
Then you would want for the county district.....	1 agent
This field would support.....	10 agents

"Every cultivated woman is a teacher of men."

"We found that the average amount of work per day of the workers whose reports we figured was about .....; that would be....., the average sales per week for each worker. Your profit on that would be ——— per cent. of the sales to these agents which in this case would be..... Your profit on these workers would be..... .....apiece. Estimating on the basis of ——— town supporting ten agents, your profit on the agents alone would be ten times....., or..... .....a week. It is wise to figure on a low basis to be on the safe side. Let us assume, therefore, that your workers sold only one-half as much—it would make this part of your income..... .....in addition to the profits derived from your personal sales.

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"You will thus see that the position of manager is a very important one, enabling a woman to secure much larger returns than if she confined herself to her individual efforts in making sales. As her strength in developing the powers of the women under her increases, she will in time arrive at a position where she can handle a larger territory, with an increased number of women under her, all of them contributing to her income. It is wonderful how women develop in this work. Many, without the least idea of business, have developed the managing ability to a remarkable degree from experience. No woman knows what she can do until she tries, and no business encourages a woman to develop so rapidly as this.

"The work that lasts must not be the quickest, but the best."

"Here are reports of some of our managers. You will notice they are different from those of the saleswomen; the terms are different also. As a manager you will require stock of at least——dollars worth of remedy at ——per cent. discount from retail price.

In the report of Mrs.———, you see that she made ——personal sales and hired one agent, upon whose supply she received (———) per cent. The sales of workers under, her, for that week, amounted to.....; these are called subsequent sales. Her profit for that week was as follows:.....Her personal sales were.....three months' treatment, or..... .....net, of which she received ——— per cent.

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or..... Then she sold an agent's supply, amounting to——dollars on which she received———per cent., or..... In addition the subsequent sales of agents on which she received————per cent. were..... ..... Adding these together will make a total profit for the manager of.....These reports which I show you are all figured out to show just what the different managers average from week to week.

"Whatsoever is alive, must show a reason for living."

Figure for the applicant what she would make. Have her clearly understand that the expenses of the office are to be deducted from her personal sales; dwell on this point sufficiently long to have the applicant thoroughly understand it. Go over it several times so that she may clearly understand the advantages of such an arrangement. This arrangement is one of the most satisfactory that we have ever used, as it enables the person who has but little knowledge of the business to enter the work, and at least make her expenses while she is learning the business. At the same time if she is reasonably capable, it enables her not only to learn the business, but to make a handsome income in addition. When one has learned the business, you can readily see how several agents would bring a handsome income for the manager. If the applicant should seem at all doubtful as to her ability, it can be shown that —— three-months' treatments per week, made by her personally, will more than pay her office expenses, and each week she will be gaining a greater knowledge of the business. Should the applicant make any objections they may be answered as in the "Description for Hiring." Then use paragraphs 5 and 6 of Chapter III, Part II.

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"The weaker yield; the stronger move on."

"I would like to see you again to-morrow at —— o'clock. Call at that time whether you are ready to make your final arrangements or not, as I shall reserve the hour for you. If there are any relatives or friends whom you wish to consult, I should be pleased to explain the business to them."

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CHAPTER VI.

HIRING TRAVELERS.

AFTER paragraph 2, Chapter 1, Part II, say: "The position vacant is for a lady to represent us in the capacity of traveling manager. It is unusual for a person who has not had previous experience in our business to obtain so important a position. Now and then, however, we find a woman of tact and fitness, and some of our best travelers are among those whom we have selected in this way. In your case, I feel that with a good, thorough training at the start, and the right application on your part, you will make a success of this branch.

"Strength of purposes is a legitimate capital."

"Your duties would consist of giving "Parlor Talks," or lectures, hiring and training agents, and selling the remedy personally. We would assign you a route. Upon entering a town, you would immediately make your arrangements to give your "Talk" either in a church, parlor or hall. At the beginning, and until you had more confidence in yourself, these "Talks" would be conducted on a small scale — more in the nature of small gatherings. After a little experience, you would have no difficulty in lecturing to larger audi-

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ences. In this way you come in contact with the most prominent ladies in the town; you would mail special invitations to such ladies, or call upon them if the time that precedes the lecture admits of it. After the lecture you make appointments and have the ladies call at your room. They will invariably ask you to call upon some of their friends, and in this way you will be introduced from one friend to another through the influence of the most prominent ladies. You will hire and train a representative in the town and then go to the next town.

"Your windows should look toward Heaven, not toward the gutter."

"These reports perhaps explain better than I can the nature of this work. You notice that Mrs. ——— arrived etc." Here refer to reports of a traveler, showing the plan of opening the work in a town, at the same time figuring her profits. Use paragraphs 3 to 7 inclusively of Chapter I, Part II, and paragraphs 1 and 2 of Chapter II.

"The terms we would make you would be as follows: Our travelers usually carry from three to five and six hundred dollars worth of stock. This we consign to them, and they secure us to the amount of about half of the goods entrusted to them. If your deposit with us should be two hundred dollars, we would ship you nearly four hundred dollars worth of goods. This deposit is in the nature of a security. At the expiration of this contract it is returned. If at any time you wish to discontinue the work, you give the house a written notification, and instead of remitting the amount due them, you are allowed to retain it. In that way provision is made for the return of your deposit at any time, and you deliver to the house all unsold stock, as well as all papers belonging to them. Our travelers carry sufficient stock not only for their own needs, but to supply the agents

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"A flaw in thought an inch long leaves a trace of a thousand miles."

with their outfits. We will allow you your expenses, including railroad fare, board and expressage, which are to be deducted from the sales. You receive ———— per cent. of the remainder after the expenses have been deducted. We also pay you ———— per cent. on the agents' outfit. You noticed Mrs. ——— hired an agent," etc., (figuring out another set of reports). Use paragraphs 5, 6 and 7 of Chapter III, Part II.

"I would like to see you again to-morrow at 3 o'clock. Call at that hour, whether you are ready to make your final arrangements or not, as I shall reserve that hour for you. If there are any relatives or friends whom you wish to consult, I shall be pleased to explain the business to them."

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CHAPTER VII.

LEADERS.

IT is taken for granted that every manager desires an increase of business. Those who do not are unsuited to this noble cause. Even though the business may be already very large, the worker who is satisfied with it should step out and make room for one who is more ambitious and energetic. No business is so large and prosperous but that it may be made larger and more prosperous. There is no such thing as reaching the limit; and every increase only paves the way for still another. The question then is: How may the business be increased?

"All leadership must be individual, fitted to individual needs."

The methods here to be suggested cannot be properly handled until managers first realize that they are actually what they are assumed to be — leaders. What is a leader? The very word describes the person and defines his obligations. A leader is not merely one who remains in the background an invisible force, and directs the agencies under his control. That is what the general of an army is; but before he attained to that exalted position he performed arduous and dangerous service in the ranks, working himself up from a second lieutenancy. In every position which he occupied before reach-

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ing the highest station, he was a leader of men. He drilled the common soldiers in every branch of the art, and in battle marched at the front, inspiring his men by acts of valor and words of encouragement. Without such leaders no general would think of giving battle. He knows that upon the stout hearts and unflinching courage of the leaders who conduct the men through the heat of battle, must depend the issue of the day, and that, other things being equal, it is the most capable leaders who win the battle.

"The training of women is just as serious and just as important as the training of men."

Viavi managers will see the perfect analogy between their position and that of army leaders. They will understand how vitally close is the relation between success and their methods of work. A Viavi leader is something more than an army leader, for she is recruiting officer as well as leader. At first glance this might appear to be a formidable task, but in reality it is the simplest of all. Managers may naturally think that they can judge of an applicant's ability by her manner and appearance. Outside of certain broad and easy limits this is an impossibility. The cause of Viavi has been seriously injured by adherence to that error. We say now emphatically, and with a knowledge born of long and costly experience, that no one can judge the capabilities of a worker until an actual test has been made in the field. There may be a natural inclination to have a higher opinion of the abilities of a bright, pretty, accomplished, educated, energetic applicant than those of a plain, awkward woman of little education, but it is impossible to say which of the two will prove the more successful in the work until they have been tried.

It should be borne in mind that most of the great men and women of history have come from the humbler

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social ranks. Nearly all the Presidents and statesmen which this country has produced came from the humblest walks of life. This is true also of most great reformers. It is unnecessary to discuss the reasons for this; the fact is sufficient for our purposes. Of course this does not mean to say that women of the finest breeding and rearing are expected to be less suited to the work than their sisters who have been less fortunate. The only point here insisted upon is that actual work in the field is the only basis of judgment, and that it is impossible for a manager or any one else to say that any particular applicant will surely succeed or fail.

"Nothing that is really high can be reached in a short time nor by an easy route."

Considerable patience has been hitherto exercised with managers who give as a reason for the absence of saleswomen that they are unable to find any suited to the work. Any required number of perfectly competent respectable women can be found in every territory, and if a manager fails to find them she acknowledges thereby that she is not a leader and is therefore unsuited to the position which she occupies. The only safe and sensible plan in hiring is to take those who are willing to engage, and then let experience determine their fitness. If they prove failures their places can be given to others.

The saleswoman who develops an ambition to rise, and who comes to regard field work merely as a necessary stepping-stone to something higher, should be encouraged, as she is worth a dozen of those who have no aspiration beyond the position of saleswoman. A manager may be tempted to regard such a woman as a possible rival, and therefore may keep her repressed to prevent her advancement. Such a manager would thereby confess her own weakness and inferiority and prove that she is not a Viavi leader.

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Managers are assumed to be leaders both in action and direction. It is taken for granted that they secured their responsible position as leaders by developing superiority as field workers. That being so, a manager here and there may find it more agreeable to sell than to hire and train others for the purpose. Such a manager is not a Viavi leader, and her character has been misread by those who placed her in the position of leader. She is merely a high-class saleswoman, and should be content with that position, and not hinder the business by indulging a vanity to be known as a manager. There is necessarily a limit to the amount of money which a saleswoman can make, but there is practically no limit to the earnings of a manager who is competent to handle other women.

"Stand for something worthy to build a life around."

Again, a manager, seeing how superior she is as a saleswoman to the women whom she employs, may become impatient with them and decide that the best results — that is, the largest number of sales — can be secured by her taking the field and leaving assistants out of the account. Such a manager is not a Viavi leader, for she exhibits an inability to make the most of those whom she has selected. Besides, it is conceivable that a saleswoman may be too successful; that is to say, she may sell to a larger number of patients than she can properly encourage. That would bring an injury to the business. It is not the sole aim of those engaged in this great work to make money; a desire to better humanity is invariably present with those who prove most successful. One invaluable feature of this business is its recognition of merit among its workers and its steady promotion of those who deserve it. But when a worker is promoted from one position to another her duties and re-

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sponsibilities are increased. It remains with her to show that she appreciates her promotion and is capable of filling it.

The position of manager is one of the best in the entire business. It is there that leadership is called for in one of its highest forms, and it is there that example and precept can be made most valuable and of most immediate effect. To be an effective leader one must be an intimate part of the force which one leads — united with it in sympathy and purpose. The personal relations must be of the closest kind. The saleswomen should be made to feel that their manager is their friend as well as their leader, and that their success and prosperity are receiving her first consideration. In order to secure this feeling of confidence, the manager should assist her saleswomen in every possible way; should draw from them an account of whatever obstacles they encounter, and kindly and patiently show how they may be overcome; should be always pleasant and cheerful toward them, and helpful in every way.

"On stepping-stones of their dead selves do men rise to higher things."

If the manager enjoys a full realization of the duty which she owes to suffering women, the proper conduct of her territory will ensue without difficulty. She will understand the urgency of her position and will be inspired by a wholesome zeal to fill it intelligently. She will know that an increase of sales means an increase of good accomplished.

What is the immediate and overshadowing object of all efforts to increase our efficiency in the Viavi work? *It is to make sales*, first, last and all the time. Unless that object is kept constantly in mind, unless every effort is directed to that one end, the first principle of the work has not been learned. Every effort which has a tendency

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to divert attention from that fact is worse than wasted—it is a positive injury. We may have ever so lofty a conception of the ethical side of the movement, but unless we grasp the idea, and forever hold it above all others, that only by the making of sales can good be done to sufferers and prosperity be assured to ourselves, our dreams, hopes, aspirations, yearnings and efforts "are as idle as a painted ship upon a painted ocean."

"He who is not fit for business to-day will be less fit to-morrow."

No opinion of the worth of the remedy can be of value unless it comes from those who know its value either from experience or observation. No suffering can be relieved unless sales are made and the remedy thereby comes into use. No reform growing out of physical excellence is possible unless the excellence has been accomplished by the actual use of Viavi as the result of a sale. No happiness and content which Viavi is capable of producing can be made possible without a cure resulting from the sale and use of Viavi. No person handling the remedy as a reforming agency can accomplish good with it unless she sells it, whether personally or through the agency of others. Whenever we diverge from the absolute, practical selling and the teaching of methods of selling, we are leaving the only possible basis of success. Let no time or strength be wasted in trying experiments or departing from the old methods which experience has determined to be the right ones to bring success; all new methods must originate with the proprietors. The volume of a manager's sales determines her power of leadership, and every effort of her life should be directed to that end.

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PART III.

CHAPTER I.

INTRODUCTION.

WE NEED STALWARTS.

"Give us not men like weathercocks, that change with every wind; but men like mountains, who change the winds themselves."

WE do not count the person well hired who is just "brought in" and set to work. We maintain that when she is sent out to work she must have been filled with convictions so strong, resolutions so earnest, that she will not be affected injuriously by any obstacle, nor suffer any serious discouragement. In order to accomplish this nothing is needed but an understanding of the wonderful power of Viavi and the proper manner of presenting its merits and discussing the diseases which it cures. There is nothing occult or mysterious about the Viavi work to explain its wonderful success. The only difficulty at all (and it is one from which none of us are free) is that we either do not fully comprehend the power of the remedy or are insufficiently informed concerning the cases which it can cure. The only way in which we can acquire the needful knowledge is by study—hard, patient, intelligent study. And the only way in which we can impart this knowledge is by careful and thorough drilling.

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Those whom we take for drilling are perfect strangers to the power of Viavi, or if they are not, they have the most inadequate conception of its virtues and of the diseases to which it is applicable. In order, therefore, that they shall have a conviction and knowledge equal to ours they must know as much as we do, and the only way in which they can acquire that knowledge is to teach and train them. And we must reflect that they have only a few days in which to acquire a knowledge and conviction that have come to most of us as the result of long study and experience. This reflection should urge us to regard the importance of a careful and thorough training as a necessity. We must reflect, also, that the women whom the worker is to approach require the proper education concerning themselves, their ailments and the virtues of Viavi as a prerequisite to their purchase of the remedy. If the workers have not been properly instructed they cannot properly instruct the prospective patrons, and hence cannot make sales. Failure to make sales is injurious to the business in more ways than one. It is a positive injury; first, by tending to discourage the worker, and second, by leaving the woman who has been visited in a frame of mind that may lead her to speak either indifferently of the remedy, or in a slighting or contemptuous manner. On the other hand, every sale made cheers and strengthens the worker, and every woman to whom the remedy is sold has been made a center of forces whose spreading waves will radiate in all directions, augmenting in power as they spread and establishing everywhere new centers of force and activity. The whole success of Viavi lies in the drilling of the workers. When we realize that fact and bend our energies to it we have already won the good fight. This method of assuring success is

"Let thy ways be established."

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perfectly legitimate. It is identical in principle with the training that every one engaged in a profession, an art or a trade has been compelled to undergo before being intrusted with important duties. In other words, the Viavi training is the imparting of technical instruction, peculiar to this business and necessary to its success, just as all trades, arts and professions have their own technical courses of study to be mastered.

"This one thing I do."

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Chapter II.

The Worker.

In Part IV we shall discuss the general proposition of a woman's dress and appearance, reference there being made to lecturers; but the principles laid down will apply with equal force to saleswomen. The proposition of neatness and taste in dressing has to be handled with tact by the manager in her relations with a beginner. Some women are sensitive upon these matters. The principles can be laid down in a general way, without any direct personal application, but so pointedly that their reference cannot be mistaken. As a great deal of pointing has to be done, it is absolutely essential that the nails be kept scrupulously clean; this is a matter on which the trainer should be insistent and unsparing.

"Let thine eyes look right on."

The beginner should carry a memorandum book during the training and make a note therein of everything the trainer says, whether in explaining and analyzing the description or in advancing general and special suggestions apart from the description. Generally a word or two on any particular subject will be sufficient to recall it to the memory. In the review on the following day, or at the next lesson, the trainer should ask the beginner

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to refer to her notes and repeat therefrom the substance of what had been told her on the last occasion. It is a better drill of the memory not to take notes, but they greatly facilitate the training, and at the end constitute a record which will prevent the worker from forgetting after she goes into the field. Everything that the worker does or learns during the drill is developing her mind, however little she realizes the fact, and if that is impressed upon her she will be all the more encouraged to proceed.

"A smooth sea never made a skillful navigator."

One thing that oppresses the beginner is the complexity as well as the amount of knowledge to be required. She should be constantly led away from that idea. If the splendor of the goal for which she is striving is pointed out to her with adequate clearness she will appreciate the necessity of study and will willingly accomplish every task. The heads of large enterprises work much harder than their employees as a rule, for the simple reason that the rewards for which they are striving and the responsibilities under which they labor are greater. They know that by diligent attention to their affairs their returns will be large, whereas the average employee, seeing no such return in prospect for increased exertion, is likely to be much less diligent and painstaking. The worker should understand that the Viavi business is one in which the individuality of each worker is the determining factor of his or her success. No other vocation open to women offers so grand an opportunity for advancement, and no other gives so generous returns for a complete mastery of its details. Within large boundaries the Viavi saleswoman is a law unto herself. Her sense of responsibility is developed, and an adequate appreciation of her opportunities acts as a spur to her energies. If her

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training is thorough and she has ambition, there is no limit to the progress she can make. Hence the great advisability of her exercising patience and diligence during the training, and of endeavoring with all her might to understand and digest every word that is said to her. On this subject some author has said:

"Undigested learning is as oppressive as undigested food; and as, with the dyspeptic patient, the appetite for food often grows with the inability to digest it, so with the unthinking—an overwhelming desire to know often accompanies the inability to know to any purpose. Reflection is to the brain what gastric juice is to the stomach: a solvent to reduce whatever is received to a condition in which all that is wholesome and nutritious may be appropriated, and that alone. To learn in order to become wise makes the mind active and powerful, like the body of one who is judicious in meat and drink. Learning is healthfully digested by the mind when it reflects upon what has been learned; classifies and arranges facts and circumstances; considers the relations of one to the other, and places what is taken into the mind at different times in relation to the same subjects under their respective heads, so that the various stores are not heterogeneously piled up, but laid away in order, and may be referred to with ease when wanted."

"Knowledge is power because thought is convertible into action."

BEFORE SHE BEGINS.—"Look before you leap."

In the roar and battle of a tempest the captain of a ship stands serene upon the bridge, giving his orders calmly, and by his assumption of mastery over the blind furies that rage about him he sends confidence into the quailing hearts that crowd the vessel. He is but a frail man, whom any one of the giant waves would crush if it could reach him; and his ship is but a weak craft before the

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formidable terrors and dangers of the sea; but the frail man is guided by wisdom and the self-reliance that is born of wisdom, and confidence has come from repeated victories over the terrible but unorganized and unintelligent forces of the storm. So the puny man and his fragile toy containing so many precious lives are more than a match for forces a million times stronger than they, and the passengers repose in confidence, having been made to feel that the man who carries their lives in his hand will bring them safely out of their peril.

"Ignorance is weakness because without clearness of purpose action can never be effective."

That is just the confidence that a Viavi worker should feel in herself and that she should inspire in others. And she will come to feel it and be able to inspire it in others if she is carefully drilled and filled with the spirit of the work.

It is wonderful what a difference the training makes with a woman. Careful and intelligent training is always evident in the superior work of those who have been so trained. From the work of the one who has been trained the efficiency of the trainer may be determined with mathematical accuracy.

Before the worker attempts to memorize the description she should consider what she has to accomplish. She has one object in view—to sell Viavi. In order to sell Viavi she must know what Viavi is and how to sell it. The good of which Viavi is capable cannot be accomplished unless the remedy is sold. A woman may have ever so high an opinion of its merits, and may be inspired by ever so lofty a moral conception of her duty to do good with it, but if she does not sell it her good opinion of it is worthless and her desire to do good is fatuous.

If Viavi may be called a religion, in the sense that

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it is a great agency for the uplifting of the race, it is eminently a practical religion. It contains no dogmas to create a division of opinion. It does not aim directly beyond the limits of this life in the good it does. Its aim is to do good now, to-day, this moment, by human agency and endeavor. It is as eminently practical as the Red Cross, whose followers go into the thick of battle for the sole purpose of succoring the wounded, and not to take life. The Red Cross does not teach any religion or point to any possible happiness in the life to come. Its sole aim is to help the suffering now, on this earth, at this moment. Its essence is human sympathy. That is a work exactly parallel to Viavi, and that is why it has grown so strong, covering now the entire civilized world. There are those whose duty and vocation it is to instruct concerning a future life, but Viavi work is for this day, this life, this woman at our doors who suffers.

"Straight thinking comes before straight acting."

Women have a highly complex and organized nature. In some of them certain elements predominate, in others, other elements. One of the most important things for every woman in every walk of life to learn is the answer to the question, "What elements within me can be employed to the best advantage in developing and exercising my power?" In the Viavi work the question is somewhat restricted by the reflection that those to be dealt with in the outside world are women. How can I make myself most attractive to women? What is there within me that I can best develop in order to make myself attractive? Is it gentleness? Is it sympathy? Is it a knowledge of the little cares and annoyances that beset women and that I have a special knack at lightening and removing? Is it my fondness for children and my knowledge of many things that might be done for their good?

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Is it my small size and the gentleness, sprightliness and cheerfulness that go with it? Is it my large size, and the dignity and repose and air of strength and self-confidence that belong to it? Is it my skill as a housekeeper? And so on *ad infinitum*.

Does all this look formidable? There is nothing terrifying about it. Once the writer was traveling with a party of farmers from one of the States in which staple products alone were grown. As we were passing among the highly cultivated orchards and complex agricultural conditions of California, due to its semi-tropical climate and the consequent ability to grow many things unknown to farmers in the States where staple products alone are cultivated, we asked the men:

"Loftiness of aim is essential to loftiness of spirit."

"How is it possible for you to be content to live in your old State, when you see here agriculture developed to a fine art, and with every country home a picture of comfort, refinement and beauty?"

"That is just the trouble," was the reply. "We could not possibly come here and compete with these farmers, who are evidently men of a superior class."

"They are a superior class," we replied, "but the time was when they were exactly in your present position; they knew no more about this high-class farming than you; but they had the sense to believe that what one man had done another could do, and the grit to put the matter to the test. The result is that the very charms and necessities of their new kind of farming have developed them from farmers of your class to farmers of their class —men of superior intelligence and in the enjoyment of generous incomes and pleasures; such are the men who make progress and build worlds."

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"The weaker yield, the stronger move on."

It is just so with Viavi work. It is developing from the very start. Every day in the work broadens and deepens the worker, and adds to the sum of her prosperity and contentment. Working with Viavi is *living* in the highest and truest sense of the word. It is making the most of our opportunities. It is discharging in the most satisfactory manner the duty which we owe to ourselves, to humanity and to God. Under its broadening and ennobling influence the innumerable annoyances of life that formerly seemed so exasperating and hindering are seen now to be utterly unworthy of notice. Strength comes where weakness had been before; depth takes the place of shallowness; patience expels petulance, and a fine, strong, capable, achieving soul stands guard over the destinies of life.

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CHAPTER III.

THE DRILL.

THE first thing that a trainer should impress upon the beginner is the necessity for the drill. It is absolutely essential to success of the work. Many women come into the work in middle life. They find the task of committing the description to memory very irksome and difficult. Others who are able and well informed, will say: "I cannot understand the necessity of spending all this time committing this matter. I can comprehend it just as well by reading it, and present the subject to ladies just as intelligently in my own way, and see no sense in taking up all this time for this purpose." Others are so eager to get to work, possibly by reason of urgent financial considerations, that they are impatient of the drill and seek to avoid it. A great deal of obstinacy from all these classes is found, and it must be overcome.

"Evil is wrought by want of thought."

The one way is to convince them that this drill is absolutely essential, and that by taking

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it they will be infinitely more competent for success than without it; that it represents the skill, experience and wisdom of those who thoroughly understand the business and who realize the necessity for the drill.

In dealing with those who think that they have sufficient general intelligence for the work without the drill, let them understand that the knowledge which they will thus acquire is purely technical, and is absolutely necessary. They are to go forth as teachers, as ministers, as the wielders of a power that knowledge bestows. No minister is given a charge until he has passed through college in order to secure an education, and is then examined by some board of his denomination to sound his orthodoxy. Every teacher must have been educated either in a normal school or a university before she is permitted to teach even the elementary branches. Every physician must have spent years in a medical college, else the State Board of Medical Examiners would not issue him a license to practice. No engineer is given charge of a costly engine unless he can show that he has thoroughly learned his business. It is so in all professions, in all business enterprises that are successful. Statistics show that ninety-eight per cent. of the persons who engage in business fail. Why? Because the failures represent ignorance of the rules of the business, and an absence of knowledge concerning the technicalities and details by which it is governed. The percentage of Viavi workers who fail is practically nothing; and it is the only business that has such a record. The people who succeed in business are those who prepare themselves for it with the utmost thoroughness; and it is an invariable rule that, other things being equal, people succeed in any vocation in life in proportion to the thoroughness

"The Fates charge compound interest on every human blunder."

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of their preparation. This preparation may come from service in apprenticeship when the trades and arts are considered, but in all the higher professions and arts an education is required.

The woman who is thoroughly in earnest about the Viavi work and who has a noble ambition to better herself and others by its means, is willing to undergo any drill that those of superior experience and skill have found to be necessary. If women cannot be made to see this, they are manifestly unfitted to conceive the magnitude and dignity of the work, and are therefore unsuited for it. The business is better off without them than with them. Even should they get into the work they will never develop the energy and will power that bring good results. They will fail utterly, and thus be a bitter disappointment to themselves, and bring discredit upon the work. It is far better to have two earnest, conscientious, thorough workers, who have been well drilled, than a score of those who cannot be made to see the importance of the drill or the increased capacity that will come from it, or who have not been thoroughly drilled. The standard of thoroughness in the drill must never be lowered under any circumstances or temptations. The moment that it is, the business will lose its dignity and begin to decline. The manager who relaxes the least in this regard is a menace to the work; and as the story of her care and thoroughness or the lack of them is read in the work of the saleswomen whom she has sent out, it is an easy matter to lay a finger on her fault.

"What is well done has a tonic effect on the mind and character."

The length of lessons as laid down in this Guide is that which a hard and earnest student, with a moderate provision of intelligence, can learn without much difficulty. However, should there be applicants who can-

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not learn so much at a time, it would be advisable to give shorter lessons, or have the drills further apart. The leading idea in all cases should be that the worker must not in the slightest degree be discouraged over the immensity of the task, or made to feel that it is too great for her abilities. Kind words of encouragement have a wonderful effect in stimulating to harder exertion, and a compliment now and then is never amiss. The whole drill should be made pleasant, agreeable, stimulating. In other words, the trainer must produce in the mind of the worker the same feeling of confidence, pleasure and a desire to learn more that the worker is expected to produce in the mind of the purchaser. Those whose business it is to train need to give their whole thought to the art of training, for it is the finest in the Viavi work, and its results are the most immediate and conspicuous. Everything that is read, every incident that is seen or heard, should be regarded as a possible contributor to the art of training. One cannot know too much or give the subject too close study. The more the drill is illuminated with illustrations, the more it is made light and interesting, the better it will be learned.

"Whatever is done, needs to be done well."

One idea to be kept in mind is the advisability of closing up the drill as soon as possible and getting the worker into the field; but this should never be done at the sacrifice of the least element that would add to her effectiveness as a saleswoman. A good trainer can make the drill so fascinating that the worker is sorry when it is finished, and never at any time regards it as a severe hardship.

Another important thing is that of impressing the worker with the dignity and majesty of the calling. Raise her above the conception that this is a mere money-

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making enterprise upon which she is entering. Raise her to the true conception that it is the noblest that can claim human attention and endeavor, and get the idea into her that her money-making capacity will be measured largely by the extent to which she can exalt her calling. Give her illustrations of some of the numerous women in the work who have become so thoroughly imbued with the nobility of their calling that they regard it as a moral obligation imposed by the Creator. Keeping in mind the fact that women desire to engage in this business primarily for the purpose of bettering their financial condition, assure the worker that those who from experience in the work come to cherish the higher ideal of doing good for its own sake are those who invariably enjoy the largest financial rewards.

"The work that lasts must not be the quickest, but the best."

Let them understand that they are about to engage in a mission of the greatest value to humanity; that their usefulness to the world and to themselves will be determined by the thoroughness of their preparation and the earnestness of their purpose; that if the work of preparation were ten times as great as it is, the effort in performing it would be exceedingly small in comparison with its benefits.

Make the impression very strong, by repeated returns to it all through the drill, that Viavi is the greatest medical discovery of modern times; that it has performed what many women who have received its benefits freely declare to be a miracle; that a remedy which so uplifts women and brings so much health and happiness into the world is an invincible power and its agents and advocates ministers of good. Teach a worker to hold up her head and be proud of her noble calling, for there is none grander in the world. Viavi workers are always treated

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with conspicuous respect and consideration. They are never spoken of as vendors or peddlers or canvassers. Leading women in reform work are their friends, and always extend them valuable assistance. Why is all this? Simply because a Viavi worker represents and *knows* that she represents the greatest power for good that modern science has discovered. She has the self-confidence of conviction, the strength that education can give, and the tremendous power that human sympathy and usefulness bestow. People who show that they know what they are doing and that they have the power to do it are an invincible force the world over. When, added to that power, we have the grand worth of the remedy itself, and the sublime consciousness that by its dissemination we are fulfilling the highest destiny to which a mortal can aspire, where is the obstacle that could daunt the heart that bears it? We should let the very consciousness of this invincible power emanate and radiate from us on all occasions. We must show by every word and act that Viavi *can* cure rather than that it *will* cure. In support of this positive conviction — which is more than a faith — we have mountains of proof that nothing can overthrow. All that is necessary for a complete conquest of all we meet is to put into their minds the knowledge and conscience from which our conviction sprang.

"To know how to do is to have pride and pleasure in doing."

Frequently workers say cheerily that they "had no difficulty in interesting the lady." That is not sufficient, for had it been, a sale would have been effected. A natural, intelligent desire for the remedy had not been created. If the lady has been brought to the proper state of conviction — which means to say merely that if she has been properly informed by the worker — she will have so strong a desire for the remedy that she will over-

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come the most stubborn obstacles in the way of raising the money. But even those with whom money is easy want a full value received. People will not waste their money. They must be shown that Viavi is worth infinitely more than they are asked to pay for it. To this end they will need to be shown the difference between Viavi and any other preparation announced to cure similar diseases. As there is no remedy in existence that has done an amount of good anywhere near that done by Viavi, or that is as extensively used, or that has accomplished so wonderful results in cases which the physicians had abandoned as incurable, so there can be no remedy that in any sense equals it. When an objection to the purchase is offered we know that a sufficient desire for the remedy has not been created.

"Application cannot be divided or parted, for then it ceases to be application."

One of the most experienced Viavi workers once said: "I firmly believe we do the sufferer an injustice when we leave her without making the sale, for we start her thinking about her troubles; she realizes that she must neglect herself no longer, but as we did not convince her that Viavi would cure her, she places herself under some other treatment, and the final outcome of it may be a dreadful operation. Our duty is not done *unless we make the sale.*"

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CHAPTER IV.

FIRST LESSON.

"Learn as if you were to live forever."

(a) INTRODUCTION.—Importance, impression, effects.

(b) RECEPTACLE FOR PLATE BOOK.—Pocket, bag, satchel.

(c) POSITION.—Of chair, when sitting, when standing.

(d) PLATE BOOK.—Holding and pointing. Tones and manner of speaking.

(e) REPEAT AND ANALYZE TO PLATE II.—Show the plan and object of this portion of the description, and the first plate.

(f) TAKING NOTES.—Have the worker provide herself with a note book. Encourage the systematic taking of notes.

(g) TESTIMONIALS.—ASSIGN A TESTIMONIAL ON LEUCORRHOEA to be memorized as to facts, not verbatim. Make them individual and personal. Their value; how to use when selling. Facts to be memorized. Do not paste them or have them loose in plate book. Refer to them as cases brought to your notice.

(h) SPECIAL IDEA.—Importance of earnest, constant effort.

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INTRODUCTION.—The importance of the introduction should never be lost sight of in a single lesson. By some illustration more forcible than any before, impress on the worker the need of care and tact in this stage of her interview, and make her go through it again and yet again. Here is where the worker must call into use all her powers of analyzing human nature. She approaches the person and the impression is either favorable or unfavorable. If she be so unfortunate as to make an unfavorable impression, the usual result is no sale. People are not all alike; some will appreciate a cordial handshake, while others will resent it. She must be governed by her judgment in these things. Some workers break right into their business unceremoniously and with undue haste, thereby shocking the lady in such a way that she does not recover from it; others fall into the opposite extreme and visit too long before introducing their business.

"Whatever is done needs to be done well."

RECEPTACLE FOR PLATE BOOK.—At the beginning the representative should provide herself with a receptacle for her plate book. It should not be carried about wrapped up in paper and tied with string even during the time of the drill. The representative should decide what she is going to use and provide herself with that from the beginning, so that she will get in the habit of doing a thing properly and in good form from the beginning.

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Some workers carry the plate book in a satchel, others in neat cases made just the length and width of the plate book, and capable of holding a complete line of samples. The latter is one of the neatest methods of carrying the remedy, as the packages do not become soiled and it has a business-like appearance. We recommend it. The objection to carrying the plate book in a satchel or leather case as mentioned is that when it is seen by the patron she begins to surmise the object of the call, whereas, if the plate book and remedy are in a shopping bag, the representative may make a call, but it is not necessary for her to mention her business unless the time is opportune.

"Home-grown virtues cannot be counterfeited."

Should the lady have company, or for some other reason it might seem best not to broach the subject at that time, it is possible to pass on without her knowing the nature of the call. The worker may easily retire by saying: "I see that you are engaged; you will kindly pardon me for interrupting. I will withdraw, as I desire to see you when you are at your leisure. Will yon kindly mention a time when it will be more convenient for you? I will make a note of it that it may not escape me." If it is possible, make a positive appointment. It is always well, when speaking as above, to take out a little book in which appointments should be kept and "suit the action to words, by "jotting down" the appointment.

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Frequently a definite and positive appointment can be made under the most adverse circumstances, when otherwise a withdrawal might be made without an appointment.

During the drill the worker should always use the introduction and her receptacle for plate book whenever she enters your room. There is a special reason for this. If she does not approach the trainer each time as though she were a person being called upon, she will likely be abrupt and ill at ease in this part of the interview. Have her step in and say, "How do you do? This is Mrs. ——, is it not?" Speak of general topics and do not shake her by the hand as she may expect. Introduce such various experiences as she will meet. One will be surprised how much training is necessary on this point. It is all very embarrassing to the beginner, but she will get over that if she perseveres.

"It takes strong impulse to live a life out to the end."

POSITION.—The ease, grace and success with which the interview is conducted, and the sale is made, depend very much on the position which one can assume; if it be uncomfortable, it is likely to distract the attention of the saleswoman or that of the patron, and therefore it is necessary always to obtain the best position possible. The saleswoman should sit or stand to the left of the parton; the left foot should be in advance of the chair on which the patron is sitting and the right foot to the side. The patron can then easily see the plates.

HOLDING THE PLATE BOOK.—The holding of the plate book is also a very important point. It should be held on the last three fingers of the left hand, with the thumb and forefinger as a support at the back of the plate book. By pressing the second finger on the leaf at the bottom of the page, it will slightly elevate the up-

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per corner of the leaf, so that one plate at a time can be easily caught by the forefinger of the right hand in turning the page. These details should be watched very carefully, and very accurately. The beginner should be taught to handle the plate book, going right through the description each time in this way.

Systematic and positive pointing should always be in harmony with the impressive tones and earnest manner in which the words are being spoken, as by this harmony of action and speech a more effective impression can be made on the listener. Nothing is more awkward than to listen to a person speaking who points either too early, too late, or entirely out of place.

"Let the greatest order regulate the actions of your life."

The finger-nails should be clean and neatly trimmed; the pointing should be done with the index finger, and should carry strength and force with it.

ANALYSIS OF DESCRIPTION. — The beginner should be taught in memorizing that it is necessary always to memorize aloud, and to search for the object of each sentence in the description. She will not do this unless she is impressed with the fact that the description has been very carefully worked out by persons of great experience and wisdom, and that each sentence represents a vast amount of study and knowledge.

It will be much easier for students to memorize if they have a complete idea of the plan and purpose of the description. What is it all for? To educate the patron on the subject of her own physical being. Most people are deplorably ignorant concerning themselves, and they can be instructed in a way that will interest them. Why instruct them? This is necessary in order that they may comprehend their condition and conceive a desire to bet-

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ter it. In short, all the processes of the Viavi business are educational; the sellers have to be educated to sell and the patients to buy.

It is absolutely necessary to explain each part of the description yet to be memorized; this will facilitate the work by creating a lively interest in it and an understanding of its meaning and purpose. For instance, what is the object in quoting what Dr. Cowan and the other eminent authorities say about the number of women who are sick? It is to impress upon the patient's mind the serious fact that in the case of any given woman — in her own case — the presumption is exceedingly strong that she is not well; that those who know, and who are unquestioned authorities, declare that "probably not one woman in a thousand enjoys perfect health;" that "nine out of every ten women are sick." Then the authority carries us along to the fact that "four-fifths of the difficulties with which women suffer have their origin in the uterine organs." And this plate shows how this can be so.

"If you would create something, be something."

Four-fifths of women's troubles, no matter where they may exist in the body, have their origin in the uterine organs, and can be cured by putting those organs in a healthy condition, and by no other means. The plates and description show how various parts of the body may become diseased through derangement of those organs. If the student imbibes this idea thoroughly and endeavors to express it in the words of the description in a natural way, she will find the description easy to memorize.

The description of the plate itself has the primary object of showing how the various parts of the body may become diseased through derangements of the uterine organs, but it begins by showing the circulation of the

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blood, because every woman knows that her body contains blood and that the blood circulates; it is an easy matter to lead the patron from these familiar facts to others with which she is not acquainted, and the process, as embodied in the description, is so simple and the instruction so clear that the patron will readily become deeply interested. Explain congestion, inflammation, ulceration, leucorrheal discharge, and the necessary effects of these abnormal conditions, such as "backache," "sour stomach," "palpitation of the heart," "cold feet," "a feeling of languor," "dejection," "sadness," "melancholia," etc., and then incidentally the absorption of the food into the portal system and then into the blood; and finally, at the conclusion of the plate description, the worker will say: "You see, Mrs. ——, how all parts of the body may become affected through some derangement of the generative organs." Just as it is easy to conceive how a plot of ground will look when the map is laid before us giving us its avenues and subdivisions, so will the student have a better conception of the description if its plan and purpose are shown and explained.

"The trained mind is the best keeper of the clear conscience."

A NOTE-BOOK.—The drill is greatly facilitated by the use of a note-book, in which the beginner notes down the ideas advanced by the trainer. These notes should be very brief, for if they are too copious they distract the beginner's attention in writing them and relieve her too much of the necessary taxing of the memory. A catch-word or two on every new idea will be sufficient to recall the whole subject to the memory. These notes will be valuable for study every night after the day's lesson, and the necessity for this kind of study should be impressed upon her mind. She should also be instructed to preserve the notes and frequently refer to them after she has engaged in the work actively; otherwise some-

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thing important is sure to be forgotten and may never be recalled.

TESTIMONIALS.—There is no aid so strong, if properly used, as testimonials. Always use testimonials on leucorrhoea for that disease, not one on tumors, cancers, etc. We find, however, that many use them imperfectly, and as a result lose many sales. Testimonials should be memorized as to the facts. They ought not to be pasted in the plate book; they should not be loose between the leaves, as they are liable to fall to the floor, and thus distract attention. It is often necessary to introduce them into various parts of the description, to impress a point, to clinch a fact.

"Each cultivated woman is a teacher of men."

Neither should they be placed in the bottom of the satchel or bag; nothing detracts so much in making a sale as to be obliged to hunt among a dozen things that may be in the bag in order to find a testimonial, and then to discover that it is all soiled and crumpled. If they are read, the worker often stumbles over the difficult words. This is worse than not having the testimonial at all. The very sight of a printed testimonial often arouses antagonism in the mind of the would-be patient; therefore the best thing to do is to learn, as to facts, one or two or more testimonials concerning each of the diseases with which Viavi is used, and to speak of their writers in a personal way. Take one for each lesson and use it while drilling. Assign one or two on leucorrhea. The worker can easily say: "A case came to my knowledge of a lady who suffered with leucorrhea for many years," and then give the details of the case. As a result the testimonial will be effective, much more so than any introduced in any other way.

Testimonials are facts. They are histories of heart-

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aches, of pains, of broken lives, of desolate homes, of unhappy children, of disappointed mothers, of discouraged fathers, and of health and happiness at last. We should make them tell the story which is really there. In proportion as the worker will put life and nature into these testimonials, she will be successful. To bring out the printed testimonials is like throwing a cold, wet blanket over one who is perspiring. There is perhaps no one part of the general trade that has been so demoralized as the use of testimonials to urge the sale of remedies. It is a well-known fact that many of them have been purchased or forged. They have lost much of their value. Hence when a worker tells of a woman who has been cured, describes the condition of her household, shows how the family were discouraged, how the husband had given up in despair, and then shows what Viavi has done for them, the listener becomes interested at once; she is led to know and feel the great truth that we are trying to teach her, that Viavi is for her.

"Your purpose, like an amulet, will guard you from failure."

One of the greatest stumbling blocks that a worker can have in her way is her being obliged to take out a printed testimonial before she can tell a woman about it. If our workers could realize that this may be the last appeal to the woman to whom they are talking, they would work with greater energy and more determination. We could mention many cases where homes have been broken, where lives have been sacrificed, where children have been made motherless and homeless, and all this might have been avoided if the worker who brought Viavi to their knowledge had been sufficiently enthused to impress the sufferer with the fact that Viavi would cure her.

After showing the plate and analyzing the description to these points in general, recite the portions of the

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description to be memorized before the next lesson. Take the sentence and analyze it, giving the worker the correct idea of what it means and what its object is, dwelling on the strong parts of each sentence to fix them firmly on the mind. If this be done properly, the terror of memorizing will leave the beginner's mind; she will see the value of it and will work earnestly.

SPECIAL IDEA.— At each lesson a special idea upon some point which it is desired to sink deeply into the mind of the worker should be taken up. The first lesson could be, "Everything of worth is the result of hard, laborious effort; an unrelenting zeal in the overcoming of innumerable barriers and obstacles." A. T. Stewart, the celebrated dry-goods merchant, started in at the very bottom and rose to the greatest eminence — not because of any special advantage, but as the sheer result of his indomitable courage. It is human to envy those who have successfully mounted the ladder; and yet the same avenues are open to everyone possessed of pluck and determination. Success is the outcome of hard work; not of idle longings or vain wishes. A worker of the right caliber will never allow herself to feel discouraged over anything. Instead of wasting her time in vain regrets, she will compel success.

"For idleness there is no remedy so effective as training."

It is absolutely necessary that the idea of hard work, concentration of effort and concentration of time be impressed on the worker. No lesson should pass unless some one thought on the various lines should be spoken of. It is a good plan for the trainer to take such an idea and develop it at the first lesson, and other ideas bearing upon the work and upon the worker at each lesson, using this method gradually to develop, build and strengthen the worker.

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CHAPTER V.

SECOND LESSON.

(a) EXAMINE POCKET, PLATE BOOK.—Do not allow plate book to contain any loose papers or testimonials.

(b) REVIEW.—Introduction; position for holding plate book; pointing.

(c) REPEAT.—Have worker repeat parts of description and plates assigned to her.

"The value of a life is measured by its aim."

(d) EXPLAIN CONGESTION, ETC.—Explain and have worker thoroughly understand congestion, inflammation and leucorrhea; how diseases of the uterine organs may, through the medium of the blood, affect all parts of the body, and be the cause of "pain in the back," "sour stomach," "palpitation of the heart," "cold hands and feet," "feeling of languor," "dejection," "sadness," "melancholy."

(e) SPECIAL IDEA.—Viavi cures because it is a vegetable compound. How Viavi cures inflammation, leucorrhea, profuse, scanty, suppressed and painful menstruation.

(f) THIRD LESSON.—Analyze description to "Enlargement," the portions to be memorized for third lesson. Assign testimonial on painful and suppressed menstruation.

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The trainer will find that much of what she tells the beginner will have been forgotten, and it is necessary to repeat and review frequently. During the second lesson, it is necessary to examine the receptacle for the plate book, and especially see that the plate book does not contain any loose papers, testimonials, notes, letters or anything that would be likely to drop out while explaining the plates and distract the attention of the listener.

REVIEW.—The position of holding the plate book, the position of sitting, the relation of the saleswoman to the would-be purchaser should be reviewed thoroughly and commented upon. The worker should then repeat the portions of the description that she has learned, without interruption. Her best effort will be secured in that way. Then she can go over it again, her mistakes being noted, and she should be impressed with the necessity of the description being memorized verbatim. If she understands the part memorized, and what it aims to accomplish, she will make rapid progress. If, however, she has memorized in the dark, as it were, she is very likely to stumble and feel disturbed. Repeat again and again the plans and the object of the portion assigned to her.

"Never be satisfied with what you have accomplished."

Much pains should be taken to show the change which takes place in congestion, how the blood may gather in one part of the body from many causes, such as cold, overwork, over-study, worry, improper care during pregnancy and at childbirth, excesses, and in many other ways. If one part becomes congested and holds a larger portion of blood than is necessary in that part of the body, the other parts of the body must be robbed. Then after a gathering of the blood, congestion and inflammation begin, heat, redness, swelling or enlargement and pain follow unless the process is stopped; there

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is a breaking down of the tissues, and ulceration, abrasions, abscesses, etc.

Leucorrhea is the result of the increased supply of blood to the mucous glands in the uterus and vagina; the same thing which produces this leucorrhea, namely, congestion and inflammation, produces other conditions in the body; for instance, backache is undoubtedly due to congestion of the blood in the spine, caused by the uterine irritation, which has been transmitted to the nerve centers of the spine. We may say that backache is due to two conditions—congestion through the circulation and irritation through the nervous system. Sour stomach is due to the fact that the system is affected by this congestion; the circulation of the organ is deranged, the gastric juices no longer perform their accustomed work, and as a result the foods ferment, producing gas, causing the stomach and bowels to distend. There is pressure against the heart, which often produces "palpitation." Congestion of the blood in the organs is so great that the limbs are robbed of the quantity necessary to keep them warm; hence "cold hands and feet." "A feeling of languor, dejection, sadness, melancholy," is undoubtedly due to the fact that the blood is filled with impurities, and the brain, absorbing them, produces those symptoms. The faint feeling is occasioned by lack of blood in the brain. It can be explained how the lungs, endeavoring to relieve the blood of these impurities, become over-taxed; then congestion-inflammation arises, producing bronchitis or even deeper troubles, as pneumonia, etc. If the patient has a tendency to consumption, that disease may be developed; so with all the organs of the body.

"Right acting is the result of right thinking."

By this it can be shown that congestion-inflamma-

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tion may so affect the uterine organs that the other organs in sympathy may be affected throughout the entire body. It is not enough simply to have the worker memorize the description, and state to her that such and such a disease may be caused by uterine troubles. If she is able to follow the course of the blood in its changed condition to the nerve centers, to the spine, to the stomach, to the lungs, to every organ in the body, she will soon be able to show those who suffer what the result of the diseased condition of the uterine organs may be, and its effect upon the entire system.

"What sunlight is to the eye, education is to the intellect."

It is necessary to explain to the workers, and have them thoroughly understand, the force of the sentence, "Probably not one woman in a hundred enjoys perfect health." They may not have thought of it at all; they may have done so only in a general way, and it is necessary to make it so absolutely pointed that they realize the force of it. Then, continuing your talk, take up the next sentence: "Nine-tenths of the women are sick"—not merely ailing, but absolutely suffering; and that "four-fifths of their difficulties have their *origin* in the uterine organs;" that the plate which they are presenting to the prospective purchaser makes it clear how, through the circulation of the blood, every organ in the body may be more or less diseased.

Being satisfied that the beginner can now pass on, the next portion of the description should be analyzed by the trainer, taking sentence by sentence, beginning with, "Here are the derangements of menstruation." The worker should be impressed with the fact that many diseases begin at this time, and then after mentioning that the absence of menstruation is frequently the forerunner of consumption, she should be shown the condi-

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tion of the womb during menstruation; and so passing on through the description, stopping to explain the causes and conditions present in painful, suppressed, irregular and profuse menstruation and the symptoms that follow.

The plates are usually hurried over instead of time being taken to show detail; the time must be given to the description to make it interesting and effective. Time should be taken to have the worker understand the natural position of the uterine organs, the relation of the bladder to the uterus and vagina, and their changed position in retroversion, terminating the lesson at "Enlargement of the Womb."

"There is little influence where there is not great sympathy."

SPECIAL IDEA.—This lesson is particularly good to show how Viavi cures. The worker has begun to see how diseases are caused; she now understands how the symptoms of backache may be produced, and one symptom after another has been explained to her so that she can see just how these things can be. Now the next point of importance is to teach her how Viavi can change these conditions. For instance, under the subject of menstruation we speak of Viavi curing profuse and absent menstruation, apparently two directly opposite conditions. The worker must be taught that Viavi is a vegetable compound, that the Creator in making man arranged the body so that vegetable compounds could be taken into the system through the process of absorption, and that by arranging them in the proper form the vegetable matter cannot only be absorbed by the stomach, but also through the skin and through the mucous membrane of the body; that Viavi assists Nature and allows her to perform her functions naturally. In the two cases mentioned that of profuse menstruation may be due to a weakened condition of the muscular fibers of the uterus

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and to a lack of tone. By absorbing the remedy, the fibers become stronger, and the uterus regains its tone and is able to control the menstruation

On the other hand, absent menstruation may be due to the fact that the tissues are not developed enough. Viavi, being absorbed and taken into the blood, is carried to these tissues, and they grow and develop and naturally perform their functions. In inflammation Viavi is absorbed, and the nerve centers are strengthened and able to control the circulation of the blood; the walls of the arteries themselves are made stronger, gain tone from new blood; the circulation is increased in that portion of the body where the remedy is absorbed· new blood is brought there, giving life and vigor and energy to the part. Apply these principles to the cure of inflammation and leucorrhea, so that the worker understands and can explain them.

"Coming to the point is the law of achievement."

It is well always in talking concerning Viavi to impress on the worker that it is not the skill of man that promotes the cure with Viavi any more than it is the miller that causes the child to grow when fed on wheat. The effect of Viavi does not wholly depend on the skill of its manufacturers, but from the fact that its power has been given to it by Nature, and that it assists these organs by giving them strength, by feeding them. When a worker understands these points she will readily see that if the blood can be changed by the use of Viavi, the function can be made normal, and that all parts of the body must be benefited in proportion as the uterine organs are benefited. These facts can be demonstrated by the testimonial, and it is at these points we would suggest the use of testimonials by the trainer. It is best not to use the printed ones, but to cite cases which the

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trainer may have met personally or learned from testimonials. In this way two things are accomplished; one is the proving of the fact that has been taught, the other is the illustration of how to use testimonials when selling. Assign testimonial on the diseases of menstruation, to be memorized as to the facts of the case.

The fact that Viavi cures should be followed up by another suggestion; that is that the saleswoman should be constantly on the alert to ascertain what the trouble is with the lady to whom she is talking, and devote her energies largely to explaining how the Viavi remedies will cure her case. There is no way in which a sufferer is so lifted up and interested as to tell her of a case similar to her own. We may talk to her of the thousands of cures which Viavi has made in other kinds of cases, but unless we prove how Viavi can cure her case—how it can enter the tissues of her body, how it can cause the circulation to become normal, how it can reduce the tumor, how it can develop the organs, how it can give strength to the weakened parts, how it can stop hemorrhages, how it can cure leucorrhea—unless we can prove this, the woman will not use the remedy. When this has been proved then she will want it. The wanting must be produced by what we prove the remedy will do. The woman feels, realizes that she is sick; she has hope that she can become well, that she will not always be thus; but she must feel, she must know that Viavi will cure her before she will buy. Let the beginner go home feeling that Viavi will cure, knowing that it will, and she will enthuse others.

"Scattered forces never win a battle."

ANALYSIS OF NEXT LESSON.—For the third lesson give down to "Enlargements," and analyze it briefly; that is, explain its general meaning, so that the

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beginner will have an intelligent comprehension of the subject. When the meaning of a lesson to be learned is understood, the lesson is much easier to master. Thus, why is it impossible to have perfect health if there is any derangement of menstruation? We know that the body is furnished with a number of special organs, each with a special function to perform. If these functions are not properly performed we have disease. Menstruation is the passage of certain elements out of the system. When pregnancy occurs these elements no longer pass out, but with others go to the growth and support of the fœtus. But when pregnancy is absent, there is no use in the system for the elements which menstruation removes, and if these elements are retained, or are removed irregularly, there is bound to be disease, and if they are removed too copiously there is bound to be such a drain on the system as will produce disease. An accompaniment of disease is pain; pain is the notice to us of the presence of disease. Any functional derangement means a state of disorder which requires regulation. We know that food and strength are the great regulating forces in living things. We know that Viavi has special properties for feeding and building up the nervous system, that it establishes a healthy circulation of the blood and removes accumulating impurities, and that in these ways it does away with all derangements of menstruation and with the pains to which these derangements give rise.

"The waste which comes from doing poor things in poor ways keeps half of humanity poor."

Then the learner should be assigned testimonials on painful and suppressed menstruation, and they should be read and pictured to her in an impressive and life-like way.

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Chapter VI.

THIRD LESSON.

"No traveler is contented with a lantern when he might have the sun."

(a) REVIEW.—Review portions of description committed; know that the worker understands the process of menstruation, the correct position of the uterine organs and how they are supported; also various displacements, size of the womb and enlargements.

(b) INTERRUPTIONS.—Make such interruptions and objections as one would be likely to find in the actual work: "I have used Viavi; it did not cure me;" "I am not sick;" "I have a doctor."

(c) OBSTACLES.—What they are and how overcome.

(d) REPORTS AND CORRESPONDENCE.—Necessity of regular reports, which are guides to the office for advising and assisting worker; show how made. Correspondence brief.

(e) SPECIAL IDEA.—How Viavi cures enlargement and displacement, prevents and cures laceration, hardened, inflamed and enlarged ovaries.

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(f) FOURTH LESSON. — Analyze description to "These diseases are local," etc. Assign testimonials on misplacements, enlargements, laceration and ovarian troubles.

REVIEW PORTIONS COMMITTED. — After reviewing the portions committed, and going over them until they can be repeated naturally and smoothly, it is a good plan to interrupt the worker with such objections and interruptions as occur in the actual work. This should be done when she is off guard, to ascertain how she would answer under these circumstances. At first the will stumble and hesitate, and perhaps remain silent, or she may say something that is meaningless. She should be shown how to answer the objections to the description. The main point in answering objections and questions is not to antagonize.

"Man is not above Nature, but in Nature."

For instance, a woman may say, "I have used Viavi; it did not cure." "I am not sick." "I have a doctor." "I know all about your plates." "What is the price of the remedy?" A splendid answer to the later would be, "That would depend entirely on the form of treatment necessary in your case. As you will see, Mrs. ——, this cut shows," etc. The answer to the interruption is made so easily thus, that the worker returns to the description, and the listener becomes more interested. It is always well to have the worker memorize the printed answers to the objections in the agent's "Confidential Guide," on pages 4 to 19, inclusive, giving her one or two each day from this time on. If the lady should say she has used Viavi she should be questioned closely as to when, how and under what circumstances it was used. There is always a good reason why she did not get good results. Viavi will cure, it is always the same. The reason of no cure must

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be with the woman. It is well to teach the worker how to anticipate objections. For instance, suppose the worker had an idea that the woman would say she is too poor, or cannot afford, or that money is too scarce. In illustrating what Viavi will do, by using testimonials, show how poor some of the persons who gave the testimonials were, and how they had to plan or sacrifice in order to obtain the remedy. The worker should also be taught, if she meets an objection she cannot answer, to write an answer afterward and commit it, and go over it again and again until she is able to meet the objection successfully. The single idea of the entire drill must be applied to everything, namely, that nothing is gained without labor of the hardest and most persistent kind.

"Every man has in himself a continent of undiscovered character."

OBSTACLES TO BE MET. — The next important point following the objections and interruptions are the obstacles that are likely to be met with in selling the remedy, such as meeting those who have used the remedy only partially, or those who had given it up after a very short trial, or those who would use the remedy and make it last three or four times as long as it should.

Then, too, are the objections she may meet with in the work and such objections as come from within herself. There is perhaps no more prolific source of objection than ourselves. The weak points which we find in the worker should be strengthened, not by finding fault with her, but by showing her how to build on these points. Remember that in the hours of study, not having done any committing for a long time, she does a great deal of reflecting, and we must remember that doubts are bound to crop up, friends are bound to discourage. We must therefore, each time she comes in, send her out with added ammunition, added enthusiasm, added confidence, and added

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resolution. Training does not consist solely in having the worker commit the description, but in preparing and developing the mind and the whole nature of the person, so that she lends herself wholly to the business and becomes a part of it.

Let there be no hesitation in showing discouraging reports of cases; they are to be expected; and yet here is the case of a lady who had a terrible time with a tumor, who had the same doubts and uncertainties, and who was eventually cured. Let her see the breakers, but you always show her a successful termination of the voyage. If she is already somewhat discouraged do not talk so much of the discouraging features; talk more of the encouraging ones. Whenever a difficulty is shown, a way for overcoming it must be produced. Let her not be encouraged to-day and discouraged to-morrow; but both the same day. She must learn to have faith in herself. Those who have achieved greatness have gone forth in confidence and labored. Success is not the product of genius or special ability, but of patient, persistent effort, backed by self-reliance. All who succeed are workers in the broadest sense.

"Happy is he who acts Columbus to his own soul."

In this way she becomes enthusiastic over the cures and her convictions are deep-seated. She also realizes that success is within her power; that it does not depend upon genius, but work. Women are not accustomed to labor. They are used to saving the cents, but when it comes to time, they do not associate it with money. The old Romans had a proverb, "Omnia vincit abor"—"Labor overcomes all things." This, like many other proverbs, is not entirely true. It should be, "Intelligent labor overcomes all possible things." It is not an easy road to success, but its portals open wide to all who have no fear

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of work. In our business labor is the shibboleth; it is the philosopher's stone which turns all things into gold. Idleness is the head of Medusa, which transforms all it touches into stone.

REPORTS AND CORRESPONDENCE.—One of the surest guides to the interest and enthusiasm of the worker is the care or the lack of it that she exhibits in the matter of reports. If her daily and weekly reports are made out carefully and regularly, we have a sure indication that she is striving to succeed. As a rule those who pay this attention to their reports are the ones who do the largest business. This must be so, as care in the matter of reports indicates care in other directions.

"Truth is non-resistant because its enemies cannot last."

Regularity and care in the making of these reports are vital to the worker's success. They are the guide to the house that enables it to ascertain in what way a worker may be helped, whether she is eminently successful or only moderately so. No one in the business is doing so well but that she ought to want to do better. From the reports the house reads the history and character of the struggles that the worker has to encounter, and the record is completed by the letters that the worker is expected to write. The explanation of the ability of the house to extend this help from a study of the reports is the fact that the one in charge of it has passed through all the stages that the worker is filling, has encountered all the obstacles that are confronting her, has suffered all the temporary discouragements, and, best of all, by hard study and work has triumphed over all things and risen by sheer force of merit to the position of manager. In doing this the manager learned to conquer all the difficulties that may hinder the progress of the new worker, and is more than willing to give the beginner the full benefit of her

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experience, and anxious to assure her success.

Show the worker how the reports are made out, explaining carefully the use of the daily and weekly report. The daily report is very useful to the worker if she will make the proper use of it. Usually the worker fills it out because she has to, but it is a map, a plan, a chart of the day's work; if she studies it, it will show where she is weak and where she is strong. Women as a rule are rarely brought up in a business way; at home they have had no reports to make out, and do not recognize the necessity for them nor the value to themselves, and they sometimes feel that the reports are unnecessary, but they are absolutely necessary; it is a duty imposed on the worker that makes her realize the house is looking closely to the results of her efforts, and it assists in keeping her interested in the work. The necessity of putting down the initials of the ladies' names should be shown. She should also be shown reports how some workers will call on ten people a day, eight of whom are patrons, and with whom they will spend most of their time; whereas a patron can be properly encouraged in ten or fifteen minutes.

"In a free country there can be but one poor man—the man without a purqose."

Patients should be called on at some time during the day when the worker cannot well call on strangers, for a larger part of her time must be utilized in selling if she would be successful. She should be shown how the house will look at the column under the head of "Remarks;" that should be filled out, giving a reason why she does not make sales if she fails to do so; in this way the house may be able to help her over many hard places. Teach her that the house will judge of her work as a whole by the care and neatness and accuracy with which the reports are made out. It is a good idea to have the worker make out a report and bring it the next day to the one who is drill-

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ing. If that one is a traveler or manager, sets of travelers' or managers' reports should be kept by her, showing her average work in the different divisions, and she should use them in hiring.

The letters written by workers should be as brief as possible, and never of a gossiping nature. Business men never write idly, and it is important that Viavi workers should be thorough business women. The house will always be glad to answer exhaustively those letters which exhibit a sincere desire for information or assistance in other ways, but it cannot take the time to conduct a social correspondence. It is better for workers to put in the time selling Viavi than in writing unnecessarily long letters. If there is any point concerning Viavi that the worker desires to be informed about, the house will cheerfully and fully answer her inquiries. In fact, the house desires that a regular correspondence with its workers should be maintained, and that the workers may feel at all times that the house is constantly solicitous of their welfare and anxious to do what it can to promote their prosperity and happiness. And nothing pleases the house more than to see neatness and cleanliness in the letters of its correspondents.

"Whatever is alive must show a reason for living."

SPECIAL IDEA.—The special idea of this lesson should be to show how Viavi cures enlargement and misplacements. If the worker has thoroughly understood what change takes place in the tissues, in congestion and inflammation, her mind will naturally be led to swelling and enlargement of the tissues. The lesson can be taught that oftentimes when congestion and inflammation do not seem to be present, the chronic enlarged condition still remains; this enlargement must be reduced by absorption just the same as a tumor. It is not usually as hard as a tumor, but the same process of degeneration of the fiber

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must go on; Viavi, giving the proper impetus to the circulation, causes a reduction of the enlargement, and the ligaments must be strengthened before the misplacements can be cured. The first step of the cure is to remove all the inflammation and the reduction of the uterus to its size and weight, and then the gradual strengthening of the ligaments, which lifts the uterus into position. It makes but little difference whether anteversion or retroversion, whether prolapsus or lateral displacement, the organs are constituted that they gradually assume their normal position, taking a long or short period of time in each case according to the amount of recuperative power which the patient possesses, the conditions under which she lives; the work, the worry, household duties and marital relations must also be taken into consideration.

"Stand like a beaten anvil."

The worker should also be taught how Viavi prevents and cures laceration. The cause of laceration is a lack of elasticity in the uterine tissues when the babe is born; instead of expanding sufficiently to allow its easy and safe delivery, the tissues give way, leaving the lacerated surface on which scar tissue forms. The presence of this hard tissue is the cause of much irritation throughout the entire body; it impinges on the terminal filaments of the nerves thus producing a constant irritation. The use of Viavi produces a more normal condition, in which it stimulates the powers of absorption; the scar tissue is greatly reduced; in proportion as it is reduced, the size of the uterus is reduced, the amount of irritation is reduced, and frequently the nervous irritation passes away before the scar tissue is entirely absorbed; because Nature, assisted by Viavi, softens the scar tissue; this must be done before absorption can take place, and as absorption takes place it reduces the irritation; the size of the uterus decreases.

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If one-half of the scar tissue is absorbed, the uterus will decrease in size one-half; so that if a tear is one-half of an inch in length, when the uterus is reduced one-half, the scar tissue will also be reduced one-half, and the laceration is then only one-quarter of an inch long, and so on until the tear is entirely obliterated; thus Viavi performs the same identical work that is accomplished by the operation. It does more; it prevents laceration if used during pregnancy, but the douche should not be used after the third month, and we do not like to have those who have had a miscarriage previously begin the use of the remedy after they have been pregnant two or three months or more; they should use it for eight or nine months prior to pregnancy, and it will bring about a soft, elastic, yet strong condition of the uterine fibers.

"Sow an action, reap a habit"

Inflammation, enlargement of the ovaries, and tumors are reduced by the assistance of Viavi. It makes but little difference whether the inflammation is in the ovaries or not; the effect of Viavi is the same on all parts of the body; the symptoms of inflammation of the ovaries would be vastly different from those in the hand, but inflammation, which is a prominent symptom of disturbance in a large percentage of diseased conditions, being removed by the remedy, the conditions which follow it are removed. The worker cannot understand this too thoroughly; it is very simple and can be used in almost every condition of uterine troubles.

We repeat: It is not enough that the worker memorize the description, but she must understand and be able to show others their diseases, how the pains which they suffer are caused, and how Viavi can assist in removing the cause of their pains.

It is highly important to have the worker understand

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the law of absorption, and to bring before her such examples of it as are before her eyes daily, so that she can use them as an illustration to the patient. Take the orange tree, for instance: The tree must absorb from the ground and air the material—sunshine, light, heat and nourishment—to produce the orange. The same is true of the cocoanut palm. The shell of the nut is hard and brittle and a very dense substance, yet there are few who realize that at one time in the life of the tree it was impossible to detect that hard substance which the tree absorbed. The human body is formed from the food we eat, and it is taken into the tissues and into every part of the body through absorption; poisonous matter is absorbed through the skin; water may be absorbed in that way also; shipwrecked sailors by bathing in the salty sea can quench their thirst. The body will not absorb the salt in large quantities, but the body absorbs the water through the pores of the skin; the worker must understand this. Some scientists claim that the vaginal tissues are capable of the greatest absorbtion. It is a well-known fact that patients have been kept alive for weeks by absorption of food through the rectum. We say, if she understands this point, it will be much easier for her to show how Viavi is absorbed, how it gives strength to the tissues, increases the circulation, builds the nervous system, and removes the cause of the various reflex symptoms throughout the body, not only curing the local trouble, but assisting Nature to strengthen and build and mature the entire body.

"Sow a habit, reap a character."

For the fourth lesson analyze the description to "These diseases are local," and assign testimonials on displacement, enlargement, laceration and ovarian troubles.

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CHAPTER VII.

FOURTH LESSON.

"Not as little as we dare, but as much as we can."

(a) REVIEW description; drill thoroughly upon the position of the uterine organs. Does the worker understand how the organs are supported, what is the natural position, and the different forms of displacement, enlargement, ovarian trouble?

(b) NERVE PLATE.—Explain it; how uterine diseases are transmitted to any part of the body through the nerves; what are local and reflex symptoms.

(c) FIFTH LESSON.—Analyze description to the end for fifth lesson. How Viavi cures nervousness; assign testimonials on nervous troubles.

(d) SPECIAL IDEA.—Closing sale and second canvass.

(e) LITERATURE.—How Viavi publications should be distributed.

(f) VIAVI UNRIVALED.—Others vainly try to emulate our success.

After reviewing the portions of the description set aside to be memorized, the beginner should be taught the proper position of the uterine organs, and how they are supported; the variance in position in displacements.

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This will be a practical demonstration of how Viavi cures these displacements, and it will be helped by showing the worker that there are two distinct sets of symptoms in uterine diseases, one local and the other due to mechanical causes, such as pressure or weight of the uterus on the surrounding parts, or other reflex symptoms due to the influence of these diseases on other parts of the body through the blood and the nervous system.

"How use doth breed a habit in a man!"

It is difficult at first to see how Viavi can lift a retroverted womb into the correct position, but when it is shown that the ligaments which support the womb form the lining of the abdominal cavity, that these ligaments are elastic, that their function is to support the uterus of a certain weight and size, that when the uterus increases in size and weight they must stretch and let it tip to one side or the other, according to the prevailing position of the patient's body, it will be an easy matter to show how the Viavi capsule is absorbed, how it is carried to these tissues and how it reduces the inflammation and enlargement, giving strength to the ligaments, and allowing them to perform their natural work, and thereby lift the uterus into its proper position.

In addition to this, the cerate rubbed over the abdomen is absorbed by the abdominal circulation and is taken into the muscles, which are thereby strengthened. As the lining of the abdomen assists in forming the ligaments which support the uterus, it must necessarily follow that the walls of the abdomen being strengthened, the ligaments which support the uterus will be strengthened.

This will explain how Viavi will remove the local symptoms, and when the local symptoms are removed, the irritation incident to the varying conditions and posi-

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tions of the uterus is absent, and the reflex symptoms, such as indigestion, nervousness and headaches, will gradually be removed, simply because Nature will assert herself and strengthen the entire system.

This is a very important lesson, so important that if it is skipped over lightly the worker will not be able to show how Viavi cures. She may be able to say it absorbs, but she cannot explain thoroughly and positively to a woman who is sick, how Viavi can lift up the uterus that is misplaced, and thus cure the reflex symptoms of backache, headache, or anything else that may be present.

"God's in His heaven; all's right with the world."

ANALYZE DESCRIPTION.—It is very likely that many workers will not have progressed as far as the analysis and memorizing of the description as planned for this lesson, but this part of the description is exceedingly necessary; it is the closing of the sale, and it will be far better to spend two or three days on the description given in the third and fourth lessons than to pass it over before it is thoroughly understood.

SPECIAL IDEA.—As a rule workers feel that when they have repeated the canvass they have done, and oftentimes will lean back in their chairs and let the plate-book drop, and look at the woman, expecting her at once to purchase the remedy. They do not take into consideration the fact that the whole plan and purpose of the description is to make a woman *want* the remedy, and her frame of mind will be evinced by what she may say concerning it, or by the expression of her face; it will be an easy matter to see by her manner whether she is convinced or not; the description should not be considered completed until she is convinced. Many workers, however, run dry and have nothing to say, and do not know what to do. All the Viavi literature issued

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should be studied for material in these cases.

Special stress must be laid on the thought that at the closing of the description, where it says, "These diseases are local," it is the summing up of the argument, of all that has been said; it is the conclusion, and this conclusion must be made in the most earnest and most effective manner. If the patient has not yet become convinced that Viavi will reach her case. if she does not yet see how that can be done, the worker must then turn to another point that will convince her, and if she knows with what disease the woman is suffering, there will be no difficulty whatever in turning to that plate and introducing other ideas than those already spoken of.

"The darker the night, the brighter the stars."

Another plan is to have the worker sit upright in an interested position, holding the plate-book open and turning over the leaves while she is talking; seeing the plates and the names of diseases will suggest thoughts to her that would not come otherwise, and as a result she will be able to talk on these subjects intelligently and effectively. More sales are lost by giving up before the woman has been convinced than by any other thing. It has been said that the worker spoils more sales than she makes, as a rule, and all because she has not thought out the object of the description, and because she gives up before the woman has received the conviction coming from a thorough understanding. The worker cannot appreciate this point until she is out in the field, and, therefore, the necessity of impressing it on her in every possible way. A good plan is to have her go to the closing after each plate and let her say: "These diseases are local," etc.; then go back to the next plate and repeat this method, so that the closing will be one of the best memorized portions of the description. The unexpected hap-

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pens more frequently than we have planned, and it is for the unexpected which we must teach our workers to be thoroughly prepared.

DISTRIBUTION OF VIAVI LITERATURE.—The intelligent use of the printed matter issued by The Viavi Company can be made a great help in the selling of the remedy. The Viavi Company from time to time issues various kinds of books and pamphlets, and the worker should be instructed in their use. The character of each publication will determine the manner in which it is to be handled, and as these will vary as time passes the trainer must use her own judgment as to the instructions which should be given with regard to each, subject to the following general considerations:

"In any contest fair play is better than victory."

1. If for any reason the worker cannot secure an interview the first time she calls, she should make an appointment for an interview in the future, and at the same time should hand the prospective purchaser a suitable publication, with the request that she look it over carefully, as she will undoubtedly find therein much that will interest and instruct her.

2. If a sale is not effected at the first interview, an appropriate publication should be handed out, with some remarks to the following effect: "I fear, Mrs. ——, that you do not fully comprehend the importance of this great subject, or the power of Viavi. You will find in this little book many things that every woman should know, and that very few women do know. We give these only to ladies who we think will appreciate them and who desire to learn something about themselves."

3. If the booklet is a dainty affair, artistically printed and bound, it should be handed out in an envelope that fits it, with remarks to the above effect; at the same time

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the booklet should be partly withdrawn from the envelope to show its attractiveness; this will create a desire to see more of it.

OTHERS IMITATING OUR METHODS.—One point that should be impressed upon your worker is that, because some one desiring to emulate our success floats a remedy upon the market and claims anything and everything for it, there is no reason why she should worry; there always have been imitators; there always will be. The grandest evidence of Viavi's greatness is the number of its imitations. Show your workers that there are remedies, and then again there are *remedies*. There has been but one Edison; there never has been a second Napoleon; who has yet duplicated Morse, Watt, or Franklin? Have there not been many who claim to possess the brains and powers of these "beacon-lights of history?" Our workers may be approached by people who will try to divert them first on one plan and then on another. We realize that a remedy does not achieve greatness in a night; that it must have time and persistent effort coupled with innate merit. Viavi succeeds; there can be nothing greater than a thing that is successful. Viavi accomplishes the work; no mortal agency can do more, and none but Viavi can do that.

"I should wish to be rather than to seem."

It is a duty to see that a worker is not dissipating her powers in buying experience. Point to the portions to be memorized, repeating them and analyzing each sentence

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"Gentleness is invincible."

Have the worker select testimonials and study them so well that it will not be necessary for her to produce them, but so that she can tell of them and apply them to the disease from which the woman is suffering. She should memorize, for the fifth lesson, to the sentence, "Statistics show that eighty per cent of the insanity among women is caused by uterine troubles."

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CHAPTER VIII.

FIFTH LESSON.

(a) REVIEW description memorized; go to closing from the end of each plate. Endeavor to make worker thoroughly familiar with interruptions, objections, obstacles, etc., etc.

(b) BEGINNING WORK.—Plans necessary to begin work in a town; securing lists, meeting prominent people; influence.

"We live more by example than by reason."

(c) OUTFIT.—Arrange for worker; explain uses of remedies and printed matter.

(d) FORMS OF VIAVI.—Capsules and Cerate for uterine disorders; Suppositories for piles; Tablettes for stomach and bowel troubles; Liquid for catarrh; Tonic for the blood; Rheumatic cure; Laxative.

(e) SPECIAL IDEA.—How to meet those who have used the remedy and think unfavorably of it; how to use the influence of those who have used it and think favorably of it; how to encourage patients.

(f) SPECIAL DESCRIPTIONS.—Analyze them.

In reviewing the description in this lesson great care should be bestowed upon the symptoms which appear reflexly from the uterine trouble. It is a fact that the class of symptoms known as head symptoms best indicate

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the various diseased conditions present. The mind is a part of the human body. If the brain were affected it naturally follows that the entire body would be somewhat affected. The worker should understand that such a symptom as thoughtfulness in little things exists. For instance: A woman lays down an article which she has been using and completely forgets its whereabouts; she starts to some part of the house intending to get something, and when she gets there entirely forgets what she went for; crying easily for no apparent cause, excessive sensitiveness, peevishness, a cross temper, harshness in the voice, voice pitched in a high key; she has a fear that something undefined is going to happen — these are all symptoms of this class. The sufferers sometimes feel that they are followed, that there is some one in the house, under the bed, or in a closet. Sometimes all the senses are affected, such as sight, hearing, smelling, tasting and feeling. The worker must be made to understand that these little symptoms come about reflexly from the uterine trouble, showing that the entire body is affected by the disease, and that to cure these troubles the cause must be removed. If sufferers understand that Viavi can remove the cause, that it is a food taken into the body, and that it has such a wide reputation and extensive use, they will not refuse to purchase it.

"Dare to be true, nothing can need a lie."

In order to assist the worker to bring to bear in a practical way these things which she has learned in previous lessons, we suggest that she go to the description at the end of each plate, and let the supposition be that the trainer is suffering, first in the general way, and let the worker endeavor to sell the remedy by showing the plate of the circulation, and then coming to the end. Not that we mean this must be done, but it is more to make the

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beginner acquainted with the work in a practical way. Let the trainer suppose that she is suffering from menstrual disorders or nervous diseases, and let the worker go to each particular case with each of these plates. It is a good plan to have the worker encourage the trainer in the use of Viavi.

BEGINNING THE WORK. — To the experienced person it might seem unnecessary to instruct the worker on such little things as securing a boarding house or lodging house on entering a town, but we must remember that many travelers have never traveled before, and it is necessary for them to know what to do with their baggage, and how to secure rooms at a hotel when going into a town for the first day, until they have secured a permanent stopping place. The character of the stopping place must be of the very best, not necessarily the most expensive; we have seen some of the most expensive hotels entirely unfit as a stopping place on account of their character. We cannot be too careful on this point. A woman traveling about alone on business is frequently brought face to face with temptations which she little dreamed existed. Not only that, but a woman staying at a hotel or boarding house of dubious character will not be received well into the houses, and her influence will not be a positive one in favor of the remedy. Usually it is the best plan to seek the President of the W. C. T. U. and inquire of her as to a boarding place. These ladies usually have a list of such places, and can recommend them to the worker. The worker must decide from a business point of view which of them will be the best to accept. It should be remembered that many ladies will not come to a private boarding house to talk with a worker concerning the remedy. Again, there are others who will

"There is no steady happiness in life save the happiness of self-forgetfulness for the sake of others."

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not go to a hotel, because they feel that everybody will know what their object is, and will refrain from doing that.

One of the first and most necessary things to do after having selected the boarding place, is to secure a list of the names of the most prominent and influential ladies upon whom the worker may call. If she is a traveler or manager it is then necessary to instruct her how to advertise and prepare for the lectures. With such a list of names she can call on the more prominent and influential people, and interest them in the remedy. From the persons called on, she can obtain the names of their friends who are suffering. A mistake is often made at the beginning in feeling an intense desire to hurry from the one being interested in the remedy to others on the list and among the names given her. The worker should make it a rule to finish and interest the one with whom she is talking before she goes to others on the list, for until she does this she will not succeed. It is well to rouse the interest of those to whom a sale is not made, but a person who purchases the remedy is much more deeply interested in it than one who merely listens to what has been said about it.

"A good name is better than a girdle of gold."

Even though the worker may not interest all she calls on sufficiently to sell them the remedy, she should succeed in interesting them sufficiently to obtain one or two names from each. It is well in securing these to acquire some knowledge of the owners,—as to how old they are, how many in family, what society or church they belong to, etc., etc., so that when the worker calls on them she will be somewhat acquainted with them. A very good way to obtain the list of names is to ask the patron if she has a friend whom she would wish the worker to call on,

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and one who would be interested in the remedy. Usually this request will be responded to with a number of names.

It is always best to call on the closest relations. For instance, if a worker has the name of a woman's sister with others on the list, it would be wise to call on the sister first. It is better to call on those having the most influence upon others, than it is to arrange the calls to save carfare, etc. For instance, Mrs. A. may give you the names of Mrs. C. and Mrs. D. When calling on Mrs. C. she may give you the names of Mrs. E., F. and G. Mrs. E., however, is very nearly releted to Mrs. B., and therefore it would be better not to see Mrs. C. after Mrs. B., but go to Mrs. E., even though she live at the further end of the town. In this way the influence of one person upon another is utilized, and it is the means of more easily introducing the remedy.

"Help yourself, and Heaven will help you."

THE OUTFIT.—Arrange and explain the outfit for the worker. It is very necessary that the worker understand what her outfit consists of, what she is to take with her in the way of printed blanks, printed matter, Health Books, etc. Have a list of the regular local worker's outfit, together with a list and number of patients which she should have. The local worker's outfit is as follows:

2	three months' Capsules and Cerate	$.....
1	one month's " "	.....
1	" " Tablettes "	.....
1	" " Suppositories "	.....
1	" " Liquid "	.....
1	Viavi Royal	.....
1	Plate Book	.....
1	Viavi Hygiene	.....
		$.....

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Also

Daily Report blanks	40	
Weekly	10	
Testimonials		
Order Blanks	10	
Health Books	200	
Viavi Primers	50	
Viavi Message	50	
Babyland	5	
Special Direction Booklets	10	each
Hygienic Report blanks	10	
Addressed envelopes	10	

"Cultivation is as necessary to the mind as food to the body."

FORMS OF VIAVI.—Care should be taken to instruct the beginner concerning the forms and uses of the various preparations of The Viavi Company. First and most important are the Viavi Capsules and the Viavi Cerate for uterine disorders. In most cases they are amply sufficient for the treatment of uterine disorders, but now and then an obstinate case of constipation, resulting from those disorders, is encountered. The cure in such cases can be materially hastened by the use of a bland and healing laxative, and in order to meet this necessity Viavi Laxative is produced. It is useful in any case of constipation, but its primary object is to assist the Viavi treatment of uterine disorders, and no effort should be made to give it any wider application.

Piles, or hemorrhoids, are a very common ailment, and may or may not be associated with uterine disorders. When they are present in such disorders they delay recovery by their irritation and their constant draught on the strength of the sufferer, and hence The Viavi Company

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produces Suppositories, the most effective remedy for piles that has ever been discovered. This remedy contains, among other things, the active principle of Viavi, and apparently cures in the same way—by inducing a healthy circulation of the blood, removing waste and strengthening and feeding the nerves and tissues. The Suppositories are effective in piles not associated with uterine disorders, but it will detract from the worker's chances of success by making it other than an adjunct of the treatment of uterine diseases.

"You will easily model anything from the moist clay."

Derangements of the digestion is a frequent accompaniment of uterine diseases, and its presence naturally retards their cure. To do away with it is to assist the more rapid recovery from the uterine affection. Hence The Viavi Company makes Viavi Tablettes for taking into the stomach. It has a strong affinity for the entire alimentary tract, and cures all forms of indigestion. But the worker should keep in mind the fact that while it is good for indigestion under any circumstances, its greatest usefulness is in hastening the cure of uterine diseases by putting the stomach and bowels in a condition of health.

A constitution weakened by uterine diseases is much more liable to colds and catarrh than a strong and vigorous one, and at the same time the presence of these complaints is weakening to the system and interferes with the cure of uterine diseases. Thus it was that the Viavi Company came to make Viavi Liquid, which is applied directly to the inflamed surfaces in the form of a spray from an atomizer specially designed for this purpose. The Viavi Liquid is good in all cases of cold and catarrh. In catarrh of the stomach and bowels it is taken in doses of five to ten drops in water three times a day.

As an iron tonic is sometimes advisable in treatment

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for uterine diseases, The Viavi Company manufactures the Viavi Tonic, which has a strengthening and toning effect upon the entire system, and when required is a valuable assistant in the treatment of uterine disorders. It is good for use as a general tonic under all circumstances where the need of such a tonic is indicated. At the present time it is the only iron tonic that is predigested, and that at the same time does no injury to the teeth. Its use is not to be confounded with that of the Viavi Liquid taken internally.

"He who knows not how to confer a kindness is unworthy to receive one."

Lastly, the prevalence of rheumatism and the success which experimenters secured from using the Viavi Cerate for rubbing in rheumatic cases led to the use of a by-product formed in the manufacture of Viavi, namely, Rheumatism Cure, for external use. When thus used in alternation with the Viavi Cerate it is wonderfully efficacious.

But it should be constantly borne in mind that all these remedies are intended to assist Viavi in the cure of uterine diseases where their need is indicated, that they are not offered as independent remedies, and that any efforts to make an independent business of their sale apart from the regular uterine remedies is more than apt to bring failure to the worker.

Workers should be cautioned to avoid chronic cases of rheumatism and the worst forms of uterine disorders in beginning work, as benefit in such cases is very slow and the disposition of other people is to wait for results. These may come too late to be of great help to the worker.

SPECIAL IDEA. — The worker should be instructed how to meet those people who have used the remedy and have not obtained the results they anticipated. They should be shown the necessity of using it properly;

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asked how long they have used it each day, and who applied it, whether patient or some one else. Ascertain if the circulation was good, also ascertain if the patient made any special effort to remove any condition which might have a tendency to increase or cause the disease in the first place. It will be found, in a large majority of cases where they claim not to have been benefited by the use of the remedy, that they have not used it properly or sufficiently long. Sometimes the patient may use the remedy seemingly faithfully, and yet not to have the recuperative power to get well. In the majority of cases unsatisfactory results have come to those who use the remedy improperly; they may wish to use it properly, yet do not know the proper manner. The worker should be taught to talk with them accordingly as the case demands, teaching them how to use the remedy properly, and showing them why they did not get the best results.

"Truth gives wings to strength."

This is a good place at which to introduce testimonials. Oftentimes a woman will stop using the remedy because she felt worse after using it, and in these cases it is well to speak to them of people who have used the remedy and were much worse, yet continued its use and became better. In this way the patron should be encouraged to begin again, and use the remedy thoroughly and continuously.

In those cases where the patient has used the remedy with beneficial results she will usually be willing not only to furnish a list of the names of friends whom she would like to be benefited, but oftentimes she will give a testimonial telling what Viavi has done for her. These testimonials should be used as the other testimonials—not in printed form, but by word of mouth.

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If possible the testimonial should contain a statement to the effect that the patron is willing or unwilling to have her name used. Testimonials which merely say the writers "expect to be better after they use the remedy a while longer," are of no value in talking with a woman. The testimonial must be positive; the woman must say she is well absolutely and positively.

Another important feature is to teach the worker how to encourage patients. Many of our workers spend more time with the patients who have already purchased the remedy than those who have not purchased. Some spend three-fourths of their time visiting patients. A worker should visit a patient for the purpose of encouraging her, and at that time of the day when she cannot well visit others for the purpose of selling; just after luncheon, or after four o'clock. She should have a definite purpose—some testimonial, some fact concerning Viavi upon which she knows the patron needs encouragement. Oftentimes the patron will bring up some new feature in her case; the worker should at once be able to show her from some testimonial which she has in mind that she is liable to feel worse, and encourage her in a short, enthusiastic way. Fifteen minutes at the outside are as much as are necessary, and often five or ten minutes will be sufficient. The worker must be made to appreciate the value of her time.

"Learning brings forward the natural powers of the mind."

SPECIAL DESCRIPTION.—Analysis of the special description is a very important office. When workers enter the ranks they do not seem able to memorize; but they should know the description of the Viavi and Cerate thoroughly. The whole treatment should be thoroughly analyzed. The worker should be made to

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understand that her success will be more pronounced if she sticks to her work. We find many new workers who ask advice on old chronic cases, such as rheumatism, heart trouble and other diseases which are practically incurable, and they seem to search after such cases. Let the worker confine herself to the uterine remedy and sell the other remedies only as she needs them in her work from time to time. It is a fact that uterine diseases are the cause of hemorrhoids, stomach trouble and catarrhal conditions, and therefore to treat these conditions while neglecting the main trouble is a loss of time and money to the patient. The percentage of success in our business is by far greater than any other business we know of, because of thorough drilling and our determination to have the worker understand her work and have our plan in her mind and work to that plan; and therefore the necessity of instructing the worker in that sphere in which these auxiliary remedies are to come.

"A right sometimes sleeps, but never dies."

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Chapter IX.

Sixth Lesson.

(a) REVIEW everything that has been memorized, making worker thoroughly familiar with the whole subject before she starts out. Take up the special descriptions that have not been analyzed.

"Whilst you are prosperous you may count on having many friends."

(b) TESTIMONIAL BOOK. — How arranged; examination on; uses of.

(c) SYMPTOM LISTS. — Those in packages sold to be filled out and sent to the Hygienic Department at once; other uses; patrons' correspondence with Hygienic Department.

(d) RECORD OF PATRONS. — Book showing at a glance when patrons will exhaust their remedy and need more; another record showing digest of each case.

(e) SPECIAL IDEA. — Worker's responsibility.

(f) MAGNITUDE OF VIAVI. — Peculiarities which distinguish Viavi and make it a grand and world-wide work.

CLOSING WITH THE DESCRIPTION. — The whole description having been thoroughly memorized, analyzed and understood, it should be reviewed completely. The value of interruptions and objections is very great, and these should be practiced with the ut-

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most thoroughness. Often it is observed that a worker forgets where she was in the description when the interruption occurred. This shows that she has not fully mastered it; her ability to fall instantly back to the right place after having been dragged out of it constitutes the final test of her knowledge, for the interruptions introduced into the practice are just such as will occur when the worker goes out to sell the remedy. These interruptions are more than likely to come with special force in the paragraph beginning "These diseases are local," and as that and the paragraph following are the most important in the whole description, it is extremely advisable that they should be so thoroughly mastered that no interruption shall prove able to disconcert the worker.

"Misfortunes display the skill of a general; prosperous circumstances conceal his weakness."

TESTIMONIAL BOOK. — A large scrap-book for the testimonials is essential. The manager should be provided with the printed testimonial indexes which the division headquarters furnish, and one of these should be supplied to each worker after the plate-book drill has been learned. The scrap-book should be strong and able to stand the hard wear that the worker is expected and taught to give it. The worker should be required to paste the testimonials in the book in the order of their numbers, and the manager should see that the pasting is done neatly. As each testimonial is pasted in the book it should be carefully read, and all the salient points in it underscored by the worker with a pen or pencil. This underscoring will serve not only to catch the eye whenever reference is made to the testimonial thereafter, but it will assist in fastening the idea in the mind of the worker. The printed index should be pasted in the front of the book, and if it does not contain reference to all the testimonials (some of the later ones may

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not be included) the worker should herself supply the omission by writing in the references, placing them under the various heads which each testimonial may fit; it is rarely that one testimonial goes under only one head in the index.

This index is one referring to symptoms. Another prepared on a type-writer and pasted in the back of the book, showing the names of the testimonial writers in alphabetical order, would be a useful aid.

This book of testimonials is solely for reference and study. The worker does not take it with her in making a canvass, as it would be bulky and formidable. But she must study it carefully in order to familiarize herself with the testimonials contained in it, as this knowledge is necessary to her success. The testimonials which she carries around are selected duplicates of those in the book, and those so selected must be memorized in such a way that a mental picture of the history behind it and the circumstances that called it out produce a vivid mental picture. She must see in her mind how the woman looked, what evidences of suffering her face betrayed, how wretched her life and spirits were while suffering, how Viavi gradually made a change in her appearance and manner, how the lines of suffering faded slowly from her face, how color returned to the wan cheeks and flesh filled out the shrunken skin, how a great flood of tri um phant joy filled her soul when Viavi had brought health and how she was so elated with gratitude for her deliver ance and with a kindly human feeling to see others enjoy the great happiness that had come into her life, that she gladly wrote the testimonial, and would do anything else in her power to bring Viavi to the wider notice of suffering women. Let her understand that the written testi-

"He who follows two hares is sure to catch neither."

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monial is but a part of the evidence of gratitude that the cured sufferer exhibits; that she is all the time talking Viavi among her friends, and has been instrumental in bringing many of them to a condition of health; that it is so with all women who have been cured by Viavi—their gratitude is unbounded, and more testimonials are offered to The Viavi Company by grateful women who want to do good than can possibly be used.

After the scrap-book has been made the worker should be drilled upon it. Her knowledge of its contents should be ascertained, and all possible misconceptions should be found out and eliminated. This may be done in the Sixth Lesson if the scrap-book has been made during the progress of the drill. While it would hardly be possible in one lesson to examine on all the testimonials, sufficient can be done to ascertain if the work has been done properly, and a true conception of the importance of testimonials acquired.

"Nothing can come of nothing."

The testimonial book should be the worker's chief source of information and inspiration. From it she learns the whole range of cases to which Viavi is applicable, and will be able to refer instantly to it for cases similar to those she meets in her active work. From it she will learn the tremendous curing power of the remedy, and thus acquire strength, courage and confidence.

THE SYMPTOM LIST. — Intelligent attention to the Symptom List is essential to success in this business. Besides the symptom list that is contained in every package of Viavi the worker should have a separate supply, the use of which should be thoroughly understood. We shall first discuss the use of the symptom list contained in the package of Viavi.

When the sale has been made the first thing for the

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worker to do is to open the package, take out the symptom list and explain its use. It is the means by which the Hygienic Department of the Viavi Company assists the patron in the intelligent use of the remedy. The list should be immediately filled out by the patron under the direction of the worker, and the patron should be instructed to send this list so filled out to the Hygienic Department of the division headquarters, with a stamped envelope for a reply. As the valuable advice given without any charge whatever by the Hygienic Department is eminently to the benefit of the patron, her sending of a stamped envelope addressed to herself ought not to be deemed a hardship.

"It proves a squeamish stomach to taste of many things."

The proper filling out of the symptom list is the greatest trouble with which the Hygienic Department has to contend. Some women want to omit their age; that is fatal to the document. Others neglect the date; there is no sure way for the Hygienic Department to know when the list was written, and hence there is uncertainty as to whether the symptoms therein recorded are those which may be present. Every question in that list means something important, and the omission of an answer to any single one of the questions, where it can be answered, destroys the value of the entire list. Some are so careless as to omit the exact postoffice address or the initials of the patient (the husband's initials, if there is a husband, should always be employed), and then they wonder why the Hygienic Department never replies to the letter. It may be taken for granted as an absolute and unvarying fact that if a letter is properly addressed to the Hygienic Department, so that it will reach its destination, and the list properly filled out, there is bound to come an answer, and that where no answer is forthcom-

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ing the fault is with the worker or patron. The worker is the one to see that the patron fills out the first list properly and addresses the envelope correctly. The worker is responsible for every error that leads to hitches in the correspondence.

This use of the symptom list is to place the patron in communication with the Hygienic Department, and thus strengthen her interest in the remedy and her determination to effect a cure in her own case. The assistance which she will get from the Hygienic Department will be highly useful. It will give her important instructions in the care of her health as well as the proper use of the remedy, and is a most important means for assisting the worker in making further sales, if needed, to the same patron. It will generally be noticed that the worker who induces the largest number of her patrons to use the symptom list is the one who succeeds best.

"Happiness has many friends."

In rare cases, where the worker is not certain that the remedy would be suitable for a certain case, she may fill out a loose symptom sheet and send it to the Hygienic Department; but this must never be done except in cases of extreme doubt, or the positive refusal of the sufferer to buy until she has heard from the Hygienic Department. To depend upon the symptom list to take the place of earnest effort on the part of the worker — to shift her work upon the Hygienic Department — will surely prove fatal to her success. The sending of a symptom list under such circumstances means a great loss of time, and will cause the prospective purchaser to lose her interest in the remedy and forget what has been told her concerning it.

Some workers, in applying to the Hygienic Department for assistance in such cases, have been content to write a letter giving a few particulars, expecting that they

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would give information upon which to base an intelligent opinion. That is wrong. It would require a letter of twenty pages to contain as much as the symptom list, and even then it would not be nearly so complete or satisfactory.

RECORD OF PATRONS. — A most useful record, one upon which the drill should be thorough, is one showing the name and residence of each patron, the purchase which she made and the time when it will be used up. This will enable the worker to know at a glance when she should visit the patron again for the purpose of making another sale if one should be required. It is well to have a blank book ruled in fifty-two columns, one for each week of the year, and to indicate in the appropriate column the time when each patron will finish the treatment which she purchased. The columns will thus tell the story at a glance, and no hunting or remembering will be required. A great many sales are lost by neglecting to watch the cases that thus run out of treatment, and as a cure has not been effected the remedy leaves an unfavorable reputation.

"The faithful are sure of their reward."

Another excellent record that all should keep is one showing a digest of each case — the name and residence of the patron, the amount and kind of her purchase, the date, the nature of the patron's ailment, and a condensed history of the case as it develops under the treatment. This record should be indexed. When it is properly kept and used a lady who visits the office or worker can be instantly told all about herself, and a quick judgment can be formed of what is required for the future. A great many women are much benefited without being conscious of the fact, the improvement having been gradual. The record will show this and will refute any declaration that

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the patron may make that she has not received any benefit.

SPECIAL IDEA. — The worker has now been equipped for the work. She has been taught the power of Viavi, the value and use of testimonials, the intelligent care needed for the symptom list, and the necessity for regular reports to the office. She has been shown the necessity of keeping herself in close touch and sympathy with the office, and of being assured of all the help and encouragement that it is possible to give. She has provided herself with the needful material in the shape of remedy, testimonials, Health Books, blanks, etc. It now remains largely a question with the manager whether the worker succeeds, and whether she achieves the best results of which she is capable.

"A strong shield is the safety of commanders."

So, after all, the training, though its thoroughness is so necessary, is by no means all that the manager can and should do. In fact, the training given in the office is only the beginning of the training that must continue so long as the worker remains in the field. She will there learn much by experience, but times of discouragement will arise, and then she will need the most constant care. Why do women ever drop out of the business? They give many reasons, which on their faces look valid. A worker may say that she has not the time to spare from her husband or children, or other members of the family. And yet it would seem to be an extraordinary thing that would take a woman out of the work if she has been thoroughly trained, if she has been made to understand the financial possibilities and moral obligations. Suppose that a certain percentage of Manager A's workers drop out, and a smaller percentage of Manager B's workers do likewise; what must the inference be?

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Either that B is the better trainer, or that she keeps a firmer hand upon her workers after sending them out. This carries us back to the old proposition that the work done by the women in the field is the test of the manager's ability as a manager. Here are some questions that every manager should be constantly asking of self: How should I like to have my percentage of hirings of all those who applied, compared with the percentage of hirings by all other managers? How should I like to have my training method compared with that of all other managers? How should I like my percentage of withdrawals from the work to be compared with the percentage of withdrawals that other managers have?

"You should forgive many things in others, but nothing in yourself."

The withdrawal of any woman from the work, except for causes over which there could not possibly be any control, is a serious blow to the business. It means far more than the loss of a worker. Even though it means that the worker was naturally unfitted to so remarkable a degree that no human power could infuse into her the spirit of a worker, still her withdrawal will be an injury, for her acquaintances will naturally argue that if she could not make a success of the work, it would be useless for them to try.

On the other hand, every successful worker who is fond of the work and enthusiastic in it is an immense benefit in all ways. Her success as a seller makes her more and more successful in that regard, and inspires other women to share her good fortune by entering the work. A successful seller has an abundance of that self-reliance and authoritative manner which inspire suffering women with confidence in Viavi and a desire to use it faithfully and persistently. Hence it is that the most successful workers handle cases yielding the largest per-

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centage of cures; and that is a very important matter.

As every efficient worker is a successful agent in the selling of the remedy, so by her example is she an inspiration to other women to enter the business. This has reference to local workers particularly. In order to increase their usefulness in this regard it would be well to give them a commission on purchases made by women whom they bring into the work.

There exists, therefore, every incentive on the part of the manager not only to train her workers to the highest point of efficiency, but to keep them constantly under training after they have gone into the field. The reports need to be studied with the closest attention. The hours of work should be held up to the highest pitch possible, as time is of the essence of Viavi success, as well as of success in all other enterprises. The people who have risen to the highest positions in this work never think of the number of hours they devote to it. It is not uncommon for the heads of divisions to devote twelve or fourteen hours a day to their labors. In a letter from C. P. Huntington, the railroad magnate, published in 1897, he said that the secret of his success was working all the time. He declared that in his younger days, when he was working for other men, he never kept an eye on the clock to see if knocking-off time was near, but worked right on as long as they would let him; and that after his day's work, instead of looking for the common pleasures of most of the other young men, he got down his books and dug into them for the wisdom that makes success in life.

"Avoid the dangers of idleness."

Viavi workers can be made to feel the importance of time, and the necessity for utilizing it as fully as possible in order to achieve the highest success. They can be made to feel that life is short, that time is precious, that

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duty is urgent, and that "the night cometh, when no man can work."

Whenever a worker leaves the business or shows an inclination to slacken in her zeal and energy, the fault may be looked for in the manager's office, with a reasonable prospect of finding it. And if the manager is exactly of the right sort, there will be no desire to escape whatever blame rightfully attaches, but an earnest and merciless self-examination to find the fault and avoid it in future. Particularly unpardonable is it for a manager to permit a worker's ardor and energy to cool under any circumstances. That is a severer reproach than complete withdrawal from the work.

"Power is easily retained by those means which acquired it."

MAGNITUDE OF THE BUSINESS. — As in hiring and lecturing, so in training, the worker should be impressed with the importance of dilating on the magnitude of the Viavi business; the countless thousands who are using it and blessing it; the countries all over the world whose inhabitants have welcomed it. By giving to all with whom she comes in contact the impression that she is part of a mighty force that reaches to the furthest confines of civilization the worker will acquire a standing and command a respect impossible if the impression is permitted to prevail that Viavi is limited to any one state, section or country.

She should be instructed also to show that Viavi is not easy to obtain; that it cannot be purchased at drug-stores, or from any but the carefully selected women authorized to sell it; that it is not offered promiscuously, but only to intelligent women, who have both sense and conscience; that those interested in it are so extremely jealous of its reputation that they do not want it to be bought unless there is a reasonable prospect of its being

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able to produce a benefit, and that it is the only remedy of its class whose proprietors take so lively an interest in the welfare and happiness of their customers. With them it is not a matter of selling the remedy to a suffering woman, taking her money, and leaving the rest to chance or her own carelessness. They desire first of all that a cure should be effected. To that end they employ the most scientific methods in its manufacture, permit it to be sold only by women who thoroughly understand its use, desire it to be bought only by women who need it and have an earnest desire and determination to be cured, and after the purchase stand ready and anxious to give any advice, without charge, that may be desired or that may assist the better operation of the remedy. For these reasons Viavi stands wholly apart from other remedies intended for these uses. It represents a great ethical movement having the assistance of the highest conscience and intelligence in its dissemination and the support of the highest reform influences that exist. With this conception of the grandeur of the remedy, and of the noble work that it is doing in relieving suffering and raising the standard of humanity, success is bound to attend the efforts of all who put their whole soul and energy into the work.

"The shadow of a mighty name."

May all these truths sink deeply into the heart of every one!

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PART IV.

CHAPTER I.

LECTURES.

INTRODUCTION.—Much of a woman's power is measured at the point where she comes in contact with the world. She is there taken at her estimate of herself. If she shows that she feels herself strong, self-reliant and possessed with an unfaltering conviction that the cause she advocates is the best for humanity, she will infallibly be so regarded by others.

"I shall be loyal during my life."

Tact is the most valuable of all traits when advancement of self or a cause is the aim, and it is peculiarly upon women that the burden of developing tact most heavily rests. It is a complex quality, but its great value resides in certain principles, such as sweetness of temper, a sympathetic bearing, an attractive personal appearance, and the ability to discard useless agencies and select useful ones. Given two women equal on the score of brains, and the one who makes herself the more attractive and agreeable will be the more successful.

It may not be out of place here to relate the striking history of a woman well known to the writer, as an illustration of the immense power that women can develop

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when they make a systematic and intelligent study of the matter. Mrs. A. was the mother of several children and the wife of a scholarly, refined, able man. The trouble with the husband was that he lacked the power to get on in the world—was willing and efficient, but lacked the push and self-reliance requisite to the best success. Generous entertainment was the rule of the home, and the household expenses, from various causes, including the education of the children, were heavy. It was therefore necessary for the wife to earn money, which she did by teaching music.

"A pleasing countenance is a silent recommendation."

Without warning the wife was stricken with paralysis; the income of the home fell at a time when even a larger income was required. It was then that the wife deliberately evolved an elaborate plan for bringing her husband forward and making his superior qualities available. She had paralysis of one side, and this curtailed her ability as a teacher, though it did not seriously cripple her walk, and by great tact and study she concealed her infirmity so successfully that few except her most intimate friends were aware of it. She began the study of the art of making herself personally attractive, on the familiar principle that an attractive woman—which means to say a woman who makes herself attractive—has an enormous power not possessed by women who neglect the art or lack the wisdom to appreciate its value. Up to this time' being a scholarly woman, and having unworldly men and women largely for her associates, she had rather held herself aloof from considerations of her persona appearance and manner, taking the unwise position, like many other highly educated women and leaders of thought, that such considerations were frivolous and worthy the attention only of shallow and ignorant women.

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However, a little study of the subject showed her the tremendous error that she had been cherishing. Without delay she turned all her attention to the subject, with the result that within a year her transformation had become marvelous.

She threw herself into the living current of the world, and caught the spirit of its magnetism and vigor. She associated with dainty women and learned their ways, and with the strong world-builders of the opposite sex and acquired their practical wisdom. From a woman with the carelessness of dress and hard voice and manner of one whose education had been deep but narrow, she had developed into a sweet-voiced, gentle-mannered woman, whose wisdom and power were carefully held in reserve and never made offensive. She acquired by study the rare art of never seeming to feel any superiority over even the shallowest and most ignorant. She had never been regarded as anything but a woman plain of face, figure and dress; but now people suddenly realized that she was beautiful—all this in a paralytic woman of middle age, the mother of grown children.

"Fortune sells the favors which she seems to lavish

By cultivating, attracting and learning the living human forces that move the world she brought her husband's abilities to the notice of those who could appreciate his worth. Presently she secured for him a position with a salary of $4,000 a year, more than double the amount he had ever earned before in a twelvemonth. He discharged the duties of his position ably, and she took care that the fact should be known. In two or three years she found and secured for him a position with a salary of $8,000 a year, and he filled that as ably as the other. He is now holding that position, and want is no longer dreaded in that home.

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We have gone into this case somewhat at length, becsuse it is typical of a great many triumphs which women achieve modestly, legitimately, and for which they would deny themselves the credit. A beautiful trait of this woman was that she completely concealed from her husband the true reason for his advancement, and the worthy man thinks to this day that he alone was the author of his good fortune. It is her desire that he should continue to think so. The whole story is that this noble woman had developed tact, and in doing so had received the deepest and most lasting benefits to her body, mind and soul. To-day she is spoken of as the beautiful Mrs. A., a queen among women and a worker for good.

"The great wisdom of man consists in the knowledge of his follies."

Her history might be an inspiration to every woman working in the noble cause of Viavi. In this work the incentive to develop power should be deemed as great as that which transformed Mrs. A. A Viavi woman who has a prosperous appearance will rightfully create the impression that those engaged in Viavi work are properous. Any woman with a dowdy or self-neglectful appearance will create the impression that she is not prosperous, or her indifference will be taken as an indication that Viavi attracts only women of an inferior grade. This is because we are all judged largely by externals. In fact, there is no other convenient way for strangers to estimate us. It is taken as a matter of course that if people are prosperous they will give evidence of the fact in adopting those ways which good taste brings out of prosperity; that if they are moved in their course by some strong conviction, they will show the earnestness and enthusiasm that had come to be associated generally with conviction.

Viavi needs women of that kind — women who always want to grow and expand and make themselves

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more and more useful, valuable and efficient to themselves and humanity. It is admitted by those competent to judge that the growth of the Viavi businsss has exceeded. that of any other enterprise of modern times. One great reason for this rapid and substantial growth has been the undisputed merits of the remedy; another, the constant effort on the part of those who manufacture it to maintain its high standard of strength and purity, and still another the sound and thorough business principles on which it is conducted. But the self-development and devotion of the brave band of women engaged in its distribution are agencies whose value is thoroughly understood and appreciated. It is a recognition of this fact that explains the solicitude of the proprietors and their desire to see the women engaged in the work developed to the highest possible point of conviction, devotion and energy.

"Great men never limit themselves in their plans."

This desire is based on the principle that the absence of business advantages in the cases of most women has left a wide margin for their business improvement; it is this margin that the Viavi work aims to cover. If it is covered the woman's highest development has been made possible. Were it not that we have had so abundant evidence of this fact we would not urge it so strenuously here. The Viavi field has many women who have developed to a point of efficiency that their friends and even themselves never dreamed possible, and this fact is not affected by the possibility that the worker herself is unconscious of the wonderful change that has come over her. One of the happiest compensations for all the thought and labor that we give the business is the realization that it is thus accomplishing so much for those who engage in it. We are as proud of Viavi's achievement in that line as of the wonderful cures it has effected.

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Those who have thus developed are those who have formed an approximate conception of the grandeur of Viavi, of its unapproachable value as a remedy for disease, of the good that it is capable of doing and is actually doing under intelligent handling. But for all the marvelous progress that the remedy has made, and despite the fact that it has surpassed all expectation, there is not a single one in the business — even including those who have been connected with it from the beginning — who has anything like a full conception of the greatness and magnitude that Viavi will achieve in the years to come. The present leaders will die in the fulness of their time, but Viavi must go on in its grand conquest of the world of disease and suffering. Its history is not limited to the life of any man or woman, nor any set of men ro women It has been brought upon the earth for a purpose that has been demonstrated, and that is the inspiration of the faith which those who know it cherish in it, and it will remain until time is no more.

"Consolation, when improperly administered, does but irritate the affliction."

The success of the business is due largely to the fact that it is not founded on sordid motives; that it is not conducted with an eye single to the profits which this or that set of men may wring from it, but that it has been built for the good of womankind, for the good of the children that are yet unborn, and for the happiness of the race of which we are members.

Every noble worker who has this conception is anxious to advance the work, and is never too tired to think and talk of the results that have been accomplished. It is this high, noble and sacrificing spirit on the part of the workers that has been an important means of lifting this business up to its present position. So long as the business is kept on the high plane that it is for the pur-

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pose of doing what good can be done, so long will it continue to grow, until it becomes a mighty power in the nation, surpassing the present expectations and ambition of all who are engaged in it to-day. All that remains for us to do to fulfill this destiny is to work unceasingly.

There are none of us who do not waste time and strength and energy which, if properly employed, would be the means of accomplishing still more wonderful things. Just as the wealth and power of the nation are the aggregate of the wealth and power of the individuals composing it, so will the greatness and value of the Viavi Work be the aggregate of the greatness and power of each worker. Those who feel that they are but beginners, and those who are laboring in some distant part of the world, may be inclined to imagine that they are not in the great tide of activity by which those nearer the larger centers of the movement are carried along; but just as much depends on them as on any others, and even more, for they are on newer ground. The strength and power of the business as a whole will be the aggregate of all these individual histories. When this idea is thoroughly grasped by each one, there will be no doubt of the augmented success of this grand cause. No movement of reform, no social revolution, has accomplished so much practical good in making of our country a strong people, physically able to meet the increasing demands of the time, willing to bring forth children born on purpose, and desiring to become the strength of the nation.

"Hope is the dream of the man awake."

LECTURES. — The lectures which are given each week are of great value in the growth and development of the cause. This is principally because they are educating, because they are lifting women out of the ignorance which makes disease and inferiority possible, and in-

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spiring them with a desire to be whole and capable. Self-interest, as well as conscience, moves within all rational beings to improve their condition. A desire to seek higher and higher walks of life is innate, and lies at the beginning of all progress. Children are sent to school because their parents recognize education as one of the greatest of the world's moving forces. Youths acquire trades because the skilled artisan — the technically educated mechanic, in other words — is surer of a means of support and of opportunities to rise and surround himself with the comforts and luxuries of life than the common laborer, who has been denied such technical training. Ministers of the various religions are educators, seeking to lead their people to an understanding of problems on the solution of which depends eternal happiness or despair. Viavi workers are educated in order that they may know the virtues of the great remedy and the prevalence and evils of illness among women and they in turn educate the people whom they meet, in order that they may know their own condition, have their consciences educated to a desire to improve it, and seek through Viavi that earthly perfection which determines happiness here and in the life beyond.

"That load becomes light which is cheerfully borne."

Everything in connection with the Viavi work is educating, and the lectures given weekly by managers and travelers are among the most valuable adjuncts of this educational system.

The purpose of lectures is two-fold—one is to educate women as a necessary basis of supplying them with the remedy, and the other is to secure additional workers. We shall discuss the last purpose first.

BRINGING IN WORKERS. — The two principal ways of bringing new forces into the work are by adver-

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tisements calling for those who desire employment, and giving lectures to the public. We can readily see that the lectures might be made a means of bringing in a superior class of women. Many of the most capable women in the higher walks are restrained by pride from answering advertisements offering them situations, or, if they do answer, may not have the courage to enter after they have learned the nature of the business. These women would naturally have a desire to attend Viavi lectures, in order to see for themselves what kind of women are engaged in it, and what the evidences of intelligence and prosperity are. There are others who may attend with no thought of entering the work, but who become so deeply impressed that they decide to do so.

"Our fears diminish with the approach of the object we dread."

It is in these particular cases that the impression made by the lecturer is exceedingly important. The women who go to observe her critically are governed largely in their decision by her appearance and manner. If the lecturer is a woman careless of dress it will be assumed that she is not prosperous. If she makes mistakes in the pronunciation of the words used in describing the diseases of women, she will be deemed ignorant, and will be taken as a specimen of the whole. But if she shows herself a competent, intelligent woman, with fine self-command, a gentle but self-reliant manner and an air of prosperity as evidenced by careful and tasteful dressing, she will be taken as the measure of women engaged in the work, and as the measure of the worth and success of Viavi. This will be the case especially with women engaged in intellectual occupations; as school teachers.

Hence no lecture should be given without a conception of its dual purpose. It is just as important to secure new workers as it is to sell the remedy. Travelers par-

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ticularly, who must leave someone behind them to represent Viavi after they leave, are charged with a sharp responsibility on the score of making the lectures useful as a means for bringing in new material.

This matter of "trying to make an impression" can be easily overdone. If a woman is gaudily or flashily dressed—if, in fact, she is overdressed—she will not gain the confidence and respect of her hearers. All that any woman, whatever her education or the lack of it, needs in an intellectual sense to make a favorable impression is an intelligent study of the instructive letters and printed matter sent out by the division headquarters, the *Viavi Hygiene* being a specially valuable source of information. All that she needs in order to create a favorable impression are clothes in good, though not ultra, fashion, an understanding of her subject, and a gracious, self-reliant manner.

"True merit depends not on the time nor on the fashion."

A Viavi lecturer had been announced to deliver a lecture in a certain town. She was an old and competent worker, but on this occasion she made a stange mistake, the first of its kind with her. Before leaving the hotel for the lecture nall she bought the handsomest bouquet she could find, and, arraying herself in a very showy new gown, she proceeded to the hall, and delivered her talk. The lecture was a failure, and this puzzled her greatly. She remarked to one of the ladies that she did not understand why she had failed to make a favorable impression, as she wore a handsome gown, and carried in her hand the most splendid bouquet that she could find. The cause of the failure ought to be plain to every reflecting person. The lecturer's overdressing and gaudy bouquet gave her a flashy appearance entirely out of harmony with the character of the task she had

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assumed. A teacher entering a class room arrayed in a ball gown would excite mirth. Taste means an understanding of the fitness of things. A doctor might in a spirit of frolic array himself as a clown at a masque ball, but he would never think of entering a patient's presence in that regalia. Viavi work is serious. Above all things it is dignified. Further, it is a business, an earnest, responsible business. Successful business women never dress flashily, any more than successful business men; but they never make the mistake of creating the impression, by the cheapness or neglect of their clothes, that they are not prosperous. A woman who is negligent of her dress is likely to be slovenly in her work and inaccurate in her mental processes.

"Principles are everlasting."

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Chapter II.

Advertising Lectures.

Newspaper notices of lectures are not generally so effective as more select and personal methods. It is always well to have a notice in the paper, but that should be regarded as a small part of the advertising. Make a point of getting a list of the newspaper's subscribers, to whom personal invitations can be sent. In placing the notice let it be understood that the publisher will give a short report of the lecture after it has been delivered. These reports must be written and furnished by the lecturer, and the publisher should be made aware of that fact, so that he will understand that he is to have no trouble. At the some time cordially invite him or his representative, preferably a woman, to attend, and impress upon him the importance of the work that Viavi is doing.

"The ear is the road to the heart."

Announcements should be carefully studied and written, and handed in early. This rule should be followed also with regard to the reports of the lectures. These latter should speak well of those who attended, and should mention the interest they took, and their desire to hear more from the same source.

The position of the announcement in the paper

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should be carefully attended to. Reading notices are generally better than display advertisements, and they should always be used when advertising in country newspapers. Do not be put off with any position that may be suggested. Study the paper, note what page is likely to be seen by women, and choose that. Following is a sugtion for a notice, though many other forms of announcement may be used:

FREE TO LADIES.—All the ladies interested in the movement for a higher physical life for their sex, and all those who wish to learn something concerning the cause and treatment of diseases peculiar to women, are cordially invited to be present at ——— Hall, on Thursday, May 10th, at 2 o'clock, where a health talk will be given by —— ——— under the auspices of the Hygienic Department of the Viavi Company.

"All things are not alike for all men fit."

A report of the lecture might run on the following general lines:

AN INTERESTING TALK ON HEALTH.—The first of a series of lectures of great interest and importance to ladies was delivered at ——— Hall yesterday afternoon by ——— ———, under the auspices of the Hygienic Department of the Viavi Company. There was an enthusiastic body of ladies in attendance, and after the lecture they flocked around ——— ——— and congratulated her, and expressed a desire to hear more and a determination to attend the succeeding lectures of the series.

The subject was ———, and it was treated by ——— ——— in a manner so simple, lucid and straightforward, and so completely divested of the dreary technicalities that usually burden lectures on health and hygiene, that its instructive value was very great. The earnest appeals of the lecturer for a sounder womanhood and for the

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wholesomeness and purity of life and home touched every heart.

OTHER FORMS OF ADVERTISING. — Window cards are effective advertisements. The Viavi division headquarters will supply these. They are handsomely printed in colors, with blank lines for the hall, date, etc., which the lecturer should fill out with a black or colored crayon, or this may be done neatly with rubber type—not a pencil or pen and ink. Cards of different colors can be furnished for different lectures, so that there will be no mistaking of a new card for an old one by the public. The cards should be neat and clean.

"In its nature the subject is instructive, not ornamental."

Invitation cards are the best of all. They are sent to representative ladies whose names have been previously secured, and five times as many cards should be sent as the number of people expected to attend. The securing of a mailing list requires tact and study. A good many names can be secured by visiting ladies interested in public movements, such as the Women's Christian Temperance Union. The names of teachers can be procured from the School Superintendent. Secretaries of ladies' lodges, clubs, sewing guilds and the like might furnish lists of the members. This matter should be gone into systematically and attended to day after day. The names should be kept in a book in alphabetical order; indexed memorandum books can be easily procured for the purpose. In a course of talks it is necessary to mail invitations every fourth or fifth talk. Those who attend the lectures regularly, or otherwise show an interest in them or in Viavi, should be supplied with invitations to hand or send to their friends, but it is better to secure the names and send the invitations than to depend on any one else.

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The division headquarters can supply all printed matter at less cost and in better form than the lecturers can generally secure, and blank lines are left for the name, hall, date, etc. Great neatness is requisite both in the printing and the addresses on the envelopes, and it is always economy to use the best grades of cardboard and envelopes. Refined elegance is a power in itself.

All these means of advertising may be reinforced by the use of dodgers announcing the lecture, but instead of being thrown upon the sidewalk they should be carefully slipped under the doors or laid in entries. These should be distributed the morning of the day of the lecture.

"Every chance is to be overcome by enduring."

PERSONAL CALLS.—The best plan of all is that of calling upon the leading ladies of the town and getting them interested in the lectures. This is the part of the work requiring the most tact and producing the best results. In every community there are women with the conscience and desire to do good in a larger sphere than that restricted to the home circle. They are possessed of brains and character, but often their usefulness has been repressed or circumscribed by unfriendly circumstances. Such an opportunity for doing good as that which Viavi offers would appeal to women of that kind with peculiar force. These ladies' lodges will employ their acquaintance and influence to the advancement of the general interest.

As any woman's interest in the remedy and lectures will be greatly enhanced if she is a purchaser, it is exceedingly important that the lecturer sell to as many representative ladies as possible in her calls prior to the lectures. The introduction of the subject of the lectures will be the best opportunity for broaching the personal need of the remedy to the lady upon whom the lecturer

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is calling. No chance must be missed. There must be no delay on the supposition that the lecture will create an interest in the remedy and thus lead to the making of sales. To-day, now, this moment is the time to sell. The days preceding the lecture should be devoted to hard personal work to effect sales. The more of these the better for the lecture when it is given, as every woman who has become a purchaser wants to learn all she can about the remedy. It is impossible to accomplish any great good without this effort. It is the failure to recognize an opportunity or to seize it when it presents itself that constitutes the one stumbling block at this stage of the work. Every woman whom the lecturer sees should be deemed in need of the remedy and a possible purchaser of it. This should be considered before anything else. There will be time enough later to regard her as one who will assist in awakening an interest in the lectures, or as one who will furnish names and otherwise take an interest in the cause. The only thing now is to consider her as one who needs the remedy and who can be shown that it will cure her. It is this seeing of an opportunity and promptly seizing it that constitutes the main difference between a very successful lecturer and one who meets with indifferent success. No matter how eloquent one may be on the rostrum, how much interest the audience may seem to take, unless this earnest personal work is done a great deal of the effort expended otherwise goes for nothing. Even though a sale may not be made to every one approached on the subject of the lectures, an interest will have been created, and hence the effort in trying to make sales will not have been lost. But the ground principle, the one that overshadows all others, is that personal work to make sales, personal work every day and hour—is the essential thing.

"Pigeons do not bring forth eagles."

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The ladies thus visited will, if requested, furnish the names of other ladies whose interest can be roused, and these should be visited promptly. The deeper the interest of those who furnish names, the more names they will furnish, and the one way to secure their deepest interest is to sell them the remedy. Sales are the best means possible for securing good audiences. Every lady in the audience to whom the remedy has been sold previously is a power in aiding the lecturer to sell more. She will speak to her friends whom she meets at the lecture; she will make an effort to induce other ladies to attend the lecture; in all ways are the friendships thus secured the very best that the lecturer can bring to bear in assuring her own success.

"It is not permitted in war to err twice."

THE HALL.—The selection of a hall is an important matter. It is better to avoid churches, as the number of persons who have the privilege of expressing an opinion concerning the management and use of churches is too large, and the opportunities for interference and antagonisms are numerous. Public halls, that are not associated with any idea of sectarianism or religious exclusiveness, are preferable. If there are no halls owned privately and rented for public uses, various benevolent societies are supplied with halls. These are the best of all, as their respectability is unquestioned, and their comforts are usually good and the rents low.

Definite arrangements should be made concerning the time the hall should be opened, lighted and heated, but the lecturer will not depend on any one exclusively but herself to see that the arrangements are carried out. Hence it is best to visit the hall an hour or so before the time announced for the lecture and see that everything is in order. Many a lecture has been abandoned or post-

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poned simply beeause some fatal blunder was committed in the preparation of the hall.

The audience should be seated, if possible, with their backs to the light, and the entrance should be in the rear of the hall, in order that the late arrivals shall not distract attention from the lecturer. The charts used in the lecture should be as well lighted as possible. The greatest care should be taken to see that the hall is perfectly comfortable. To that end it should be properly heated, lighted and ventilated, and draughts should be carefully watched and avoided.

"Not borne for ourselves alone, but for the whole world."

The best time for a lecture is about two o'clock in the afternoon. It can continue an hour, and after it the lecturer can have the remainder of the afternoon to talk with her auditors and make arrangements for future calls.

It is better to have too few chairs than too many. A great number of empty seats will discourage those who attend, whereas a judicious arrangement of the chairs will make comparatively few of them fill the hall. All these details, though seemingly tedious, are of the greatest importance.

As the people arrive they should be courteously met and conducted to seats. If a large audience is expected it is best to have a local worker meet them, as in this way she comes in personal contact with those who are interested in the remedy. In any event the drill is excellent for her. If the audience is small the lecturer herself can meet them.

SECURING NAMES.—The distribution of printed matter—preferably the Health Book — is an important point. It should be done at the close of the lecture, by handing it to the patrons. It would be exceedingly valuable if a plan could be devised for taking the names of

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all to whom the printed matter is handed, as this list could be made the basis of profitable work of various kinds in the future. It is better not to try to secure names and addresses if the effort to do so creates the impression that the people who attend are to be harassed or annoyed in the future. An excellent plan is to mention the *Viavi Hygiene*, explain the office of the publication, showing them how it is devoted to bring about higher physical life for women, and that husbands and children may be educated in the proper direction. You place upon this subject its proper estimate and mention the valuable features which it contains in the part devoted to hygiene in which measures for the preservation of health are set forth, also the instructions given as to the use of Viavi and the advantage to be obtained by understanding the conditions which disease produces and how they may be cured. But do not, under any circumstances mention the *Hygiene* to the detraction of the subject of which you have been speaking.

"That man is idle whose work brings no benefit to others."

SIZE OF THE AUDIENCE.—There should not be the slightest discouragement if the audience is small. As a matter of fact, more sales are made to a small audience as a rule than to a large one, and more interest is taken in the lecture. The lecturer seems closer to those present. She feels that she is, and so do they. This creates a bond of sympathy and confidence at once.

The action of the Viavi remedies in curing the diseases that burden and cripple women should be thoroughly explained.

VAST EXTENT OF VIAVI.—In every lecture, in every personal interview, in every effort to extend the use of Viavi, the idea of the vast extent to which the remedy is used should be given great prominence. The wonderful growth of the fame of Viavi, the astonishing rapidity with which its use has spread over the civilized world, the countless thousands of women who are enjoy-

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ing its benefits—these are all evidence of its matchless worth. Viavi is not handled by some obscure company in a small corner of the world. It is not confined to any State or country. In every city of the United States and Canada it has extensive offices with a large force of women engaged in its distribution. Many thousands of women are thus bringing health, light, strength and happiness into the world. There is another large headquarters in London, which serves as the distributing point for Europe. Other large offices are in South Africa, Australia and the Hawaiian Islands. In one State of the Union alone twenty thousand women used Viavi in 1896.

"Doing a thing ignorantly is doing it wrong."

What does this mean? It would be impossible for a remedy that did not accomplish wonders to have so broad a field, to be used by so many thousands of sufferers, and to call to its distribution so many thousands of women. And it does all this without employing any of the methods commonly used to force the sale of proprietary remedies. Viavi is not advanced by means of flashy advertising. It cannot be purchased in drug stores, but is procured only from the women who are authorized to sell it, and who have been trained in the classes of cases to which it is applicable. It is not thrown upon the open market to be purchased indiscriminately and unintelligently. In its selling it is guarded with the same jealous care that characterizes its manufacture. It is not desired that ignorant, thoughtless people should purchase it. It is offered only to women who have the intelligence to know that they need it and the conscience to desire to be well and strong for their own sake and that of those about them.

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Chapter III.

The Subject.

The purpose of the lecture is to advance the cause of Viavi. There should be no evasion of that idea and no attempt to obscure it. The lecture should open with a plain statement of the fact that it is given under the auspices of the Hygienic Department of the Viavi Company; that the lecturer is one of the many engaged in this branch of the work, and that the object of the lecture is to present, in a friendly and straightforward manner, some subjects of overwhelming interest to women; subjects vital to their welfare and happiness and to the welfare and happiness of all about them; that through negligence or whatever other cause women are permitted to grow from childhood to old age in ignorance of matters that concern everything dear to them in life, and that the purpose of The Viavi Company is to spread enlightment, to the end that women may have a broader and deeper conception of the nobility of their sex, a clearer understanding of individual responsibility, and a better insight into the principles upon which happiness in this world and in the world to come is founded. The world is growing. We have passed the time when women were regarded as drudges

"My reputation shall be immortal."

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or toys. They are now recognized as responsible creatures, charged with the gravest duties that can rest upon a human being, and holding in the hollow of their hands the destiny of the world. The whole modern tendency of enlightened civilization is the elevation of women to the high pedestal upon which the Creator designed they should stand, and The Viavi Company recognizes the immense significance of this movement and desires most earnestly to promote it. Women are stepping forth from the vague and shadowy side of life into the broad light of heaven, and are there holding up their faces to the world and saying, "We know our rights and duties, and with the help of God we will do all we should."

"Reason is more valuable than authority."

The lecturer after the close should make arrangements for a subsequent meeting and a full and private discussion of individual cases. The impression should be unmistakable that the lecturer is willing and anxious to give any information in her power that will be of the slightest benefit to any suffering woman. At the close something should be promised for the next lecture that will rouse curiosity and interest and a desire to learn more, and an invitation should be extended to all to leave the names and addresses of such of their friends as they may desire should receive invitations to the lectures.

SUBJECTS FOR THE SERIES. — It was formerly the practice of The Viavi Company to furnish lecturers with talks already studied out, but this was found to be unsatisfactory. The more a lecturer studies to fit herself for the work the more educated she becomes, and the more self-reliant.

The topics to be handled in the series should be carefully thought out and as carefully prepared. Here is a list of subjects that one lecturer has used: "The Physical

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Condition of the Women of the Age;" "The Rights of Wives, of Husbands and of Children;" "Serious Results Accruing from Woman's Lack of Knowledge of Herself;" "Preparation for Marriage and for the Proper Rearing of Children;" "Laws of Absorption, Nutrition and Elimination;" "Heredity;" "Viavi;" "Women Should Have the Right to Limit Offspring;" "Diseases of Women."

Here is a list that another lecturer has used: "Health and Beauty;" "Wifehood;" "Motherhood;" "Women's Responsibility;" "Ignorance Is Crime;" "Parental Influences;" "Health Essential to Happiness;" "Happy Homes;" "Health, if Lost, How to Regain It;" "If in Health, How to Retain It;" "The Future Woman."

"That never is too often said which is never sufficiently learned."

Testimonials should be introduced throughout the lecture to illustrate points. They should not be read, but always spoken of as "cases," and they should be selected with care, the strong points dwelt upon and pressed home with force and zeal. They should be full of life and interest. The lives and sufferings of women are much the same, and the picture of one will be a picture of many. The testimonials are historical facts full of interest, and should be used as such. No lecture is full and complete without them. What Viavi has done is the foundation on which the edifice of the future may rest safely.

In every lecture the point should be made to describe a number of typical cases. These are sure to apply directly to a considerable proportion of those in the audience, and will lead them to seek more definite knowledge of the causes of their sufferings. The lecturer may depend upon it that the interest taken by those whose condition is described will be of the liveliest kind, and the accuracy and force with which it is done will strongly im-

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press the hearer with the ability of the lecturer, and will create that respect and confidence that are so helpful in the work.

The lecture should never be read under any circumstances; that will seriously cripple its value. Writing it out and then memorizing it would be an excellent plan if it did not require so much time and detract so much from the lecturer's presence of mind and self-reliance. The best of all ways is to be so familiar with the subject that it could be discussed for an indefinite length of time without exhausting it. But even though a subject may be thoroughly understood, at least a half hour of hard thinking should be given to it just before the trip to the hall is begun. Lectures delivered under these circumstances will be simple, lifelike and earnest, and will carry more conviction than any formally prepared lecture could possibly carry.

"The heart is the fountain of eloquence."

Indeed, the word "lecture" is not properly applicable to these addresses. They are simply health talks—familiar discussions of subjects as between woman and woman, not a stilted and formal course of instruction. The least touch of coldness or formality will fall like a wet blanket on the audience. By all means should the lecturer avoid taking ground as a physician. She is nothing of the kind, but a business woman who has learned her business so well that she can talk intelligently about it. The moment she assumes the role of a physician she will be denounced as a quack, and would thus at once lose her position of dignity and respectability.

Of course any approach to familiarity with the audience or with any of the individuals composing it is not to be thought of for a moment. Dignity and reserve will command respect, and an evidence of sympathy will

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secure affection and confidence,

INTERRUPTIONS. — A stiff, formal lecture, or one that is read, is never likely to be interrupted by questions from the audience; but a hearty, simple, sympathetic lecture makes the auditors feel that they are being talked to directly and sympathized with deeply, and that will embolden them to ask questions. This presents a situation requiring great tact. Though a lecturer may generally judge from the frequency of the interruptions that she is making a very strong impression, still, all interruptions are a disadvantage. The continuity is for the moment broken, the attention of the audience is distracted from the lecturer to the interruptor, and precious time is lost. All interruptions, if they are made in good faith, should be met with the utmost kindness. If they can be answered in a word or two, they should be; but if not, or if the answer would give the inquirer all the information she desired and thus keep her from approaching the lecturer after the close of the lecture, the matter should be turned aside with some such explanation as this: "I can hardly answer that question intelligently in a few words, but I should be very happy to meet you at some convenient time, and then we can discuss it more fully."

"Philosophy did not receive Plato as noble, but she made him so."

It has sometimes happened that physicians attended Viavi lectures for the purpose of harrying the lecturer and drawing her into a discussion. One of the most successful workers in Viavi was a woman who seemed to be a special mark for this sort of persecution, doubtless because she was so earnest and successful and had immense audiences flocking to her lectures. Yet never once was she embarrassed or discomfited by these interruptions. She would say sweetly, "We will discuss the

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"To man God gave an upright countenance."

subject more fully at some future time," and immediately go ahead with her lecture; or, if the interruptor was persistent and frequently broke into her talk, she would say, "Surely you must have observed that these ladies are desirous that I should proceed with my talk." That never failed to capture the audience and evoke applause. This lecturer was never drawn into a discussion, though every conceivable trap was set to rouse her controversial spirit; and when driven hard she never failed to secure the sympathy of the audience and make the malicious interruptor exceedingly uncomfortable.

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CHAPTER IV.

AFTER THE LECTURE.

The one and only criterion of the success of a lecture is the number of sales that come from it. The audience may have appeared to be ever so deeply interested, but interest and conviction are two very different things. Do not mistake the one for the other. Many strangers visit California and are charmed with the beauty and uniqueness of the State, but comparatively few of them choose it for their homes. None will deny that the conceptions of heaven are very beautiful, and that if heaven is as it is represented to be it must be the place in which the soul should live after existence on this earth, but unless a conviction of these things is very strong there will be no earnest effort to pursue such a course of conduct as will make heaven a reasonably assured fact. A Viavi lecture may have instructed a woman concerning her ailment, and she may have come to the conclusion, from the description of the way in which Viavi cures, as stated by the lecturer, and from the testimonials which were repeated and dwelt upon, that Viavi has cured a great many stubborn cases and that it is a very good remedy, but unless the conviction has been created in the mind and heart of this woman that

"Honor is a shield against calumny."

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Viavi *will cure her*—not that it may cure her—she will not procure it.

Hence the number of sales resulting from a lecture is the one right and fair basis for estimating the value of the lecture. There cannot possibly be any other.

It generally happens, however, that a good many women have had a very deep interest roused by the lecture. These may want to talk more with the lecturer and learn more about themselves and Viavi. In other words, the number of women who approach her after the lecture, like the number of interruptions that her lecture has suffered, are evidences of effectiveness of the talk. If the lecturer's whole heart and soul have been in the lecture she will be in a condition of high mental exhilaration after the lecture, and will then be at her very best. All through the lecture she has held a commanding position by being both the hostess and the instructor. This has given her a power superior to that of any perperson in the audience, and this advantage has enabled her to turn every circumstance, including interruptions, to her own advantage. If she has maintained and strengthened this advantage she will feel masterfully strong after the lecture is finished, and this sense of power will give her a self-control, a self-reliance and a quickness of perception that she may not possess to a similar degree under any other circumstances. Thus it is that the hour or two first following a lecture are golden moments, and should be used to the best advantage.

"Unless the result is definite the labor is vain."

MEETING INQUIRERS. – The lecturer should always announce that she will be pleased to meet those who desire to know personally about Viavi, and should step down from the platform to the floor in front of it and cordially greet all who approach her. A great deal of

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tact and firmness will be required to handle the situation properly. Some women will want then and there to enter into a full discussion of their ailments. This should be strictly avoided. A few kind words and an evidence of interest in the case will enable the worker to suggest to the sufferer that it would be best to meet her personally and discuss her case at a definite hour the next day, either at the sufferer's house or the lecturer's hotel or office, as may be most agreeable to the one seeking the information. For the purpose of keeping a record of this appointment and impressing its importance on the inquirer, the lecturer should use one of the Stub Appointment-Card books furnished by her division headquarters. These are small, convenient and business-like, and save a great deal of time. The card is perforated, one-half being detached and handed to the inquirer, and the other retained permanently in the book, after the blanks showing the place and time of the appointment in both have been filled out. The stub will serve as a reminder to the lecturer and the name is added to her list. It would be unpardonable business negligence for the lecturer not to keep the appointment, and to keep it as promptly as her other calls will allow.

"If your counsels suggest reflection you have taught wisdom."

The following up of the work begun in the lectures is a very important matter. Any idea that lectures are the only direct means of selling the remedy are fallacious, and reduce the business of selling Viavi to a parallel with the methods employed by street vendors selling their nostrums to miscellaneous corner crowds. The lectures are educating. They are preliminary to the serious business of presenting the merits of the remedy in an intensely and directly personal manner to those who may have become interested in it or the general subject by attending the

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"Now prepare yourself for better things."

lecture. The serious effective work is to be done afterward, in the privacy of homes and the sacredness of personal confidences, where women talk to each other as woman to woman, and the fonntains of love, sympathy and confidence are opened.

A record of the number attending each lecture should be kept, and reported weekly to the headquarters.

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Chapter V.

The Business Woman.

"The wealth which you give away will ever be your own."

A Viavi worker should remember that she is, above all things else a business woman. What is meant by that? A woman who understands the principles of business and rigidly applies them. This is so strange and difficult a subject for most women that it deserves attention at this time. Their whole lives, from girlhood to the time they entered the Viavi work, have been passed outside the channels and currents of business as a rule. Business men, almost without exception, have been brought up from boyhood to the study of business principles, methods and rules, and it is a notable fact that they succeed in business in proportion to the thoroughness of their knowledge of these matters and the diligence with which they apply their knowledge. And yet, in spite of this hard and ceaseless training, how many men are there who are eminently successful in business? Many of them fail utterly.

It is a remarkable fact that women who engage in the Viavi work, with no previous business training, with no experience as business women, and with only a few days' office study before starting out (and some of them begrudge the time even for that!), show an overwhelm-

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ing preponderance of success over men engaging in new enterprises, even though men have been trained all their lives in business matters. In the great success that Viavi workers make, a very generous allowance must be made for the assistance which they receive from their commodity itself; Viavi makes a headway for itself to a considerable extent, and from a business point of view its dealers are in the enjoyment of a monopoly, for the simple reason that there is only one Viavi, and that there is nothing under the sun that accomplishes so much as Viavi.

"The effect of words is the measure of their value."

At the same time, it is quite evident that no matter how much aid Viavi is to the business success of the worker, the better she is equipped for advancing it, the more rapidly and extensively it will be advanced. Just as, if there were no one to sell Viavi no one could buy it, so those who are best adapted to selling it can find the largest number of purchasers. The finer the preparation, the harder the study and the more diligent the application, the better the results. This is true in all businesses, in every walk in life.

ATTENTION TO DETAILS.—Such are the broad principles of business success, so far as Viavi workers are concerned. The very nature of their business requires assiduous attention to a multitude of details, none of which they can afford to neglect. It is the little things in business that count. Mark Hopkins, a railroad magnate, never passed a misplaced bolt thrown carelessly on the ground without picking it up and putting it in its proper place. In a man to whom millions were small items of finance this may seem silly; but the profoundest wisdom lay behind the practice. He cared nothing for the value represented by any single bolt that he picked up; but he

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knew that many millions of bolts and spikes are used in railroad work, and that if his subordinates acquired the habit of throwing them carelessly about the company would suffer seriously in the end. His example was a notice to all the employees of his company that as he appreciated the value of small details, they were expected to do the same in order to promote his and their own interests best.

"Above all things be not careless."

Viavi managers have reports and correspondence to attend to, and the accuracy and regularity with which they perform their duties must be taken as the measure of their business care and thoroughness. Viavi would never have reached the present high position which it occupies if it progressed by spurts and dashes, by sporadic ebullitions of enthusiastic effort. It has gone ahead, so far as the application of sound business principles could help it, by a steady effort and infinite care in matters of detail. This business care has proceeded largely from the main headquarters, and the importance of it has been seen and the practice adopted by those managers who have succeeded best in the business. There is still, however, a wide margin for improvement.

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